



E. SCOTT PRUITT
ADMINISTRATOR

August 22, 2017

MEMORANDUM

SUBJECT: Office of Policy Reorganization

FROM: E. Scott Pruitt

TO: Deputy Administrator
General Counsel
Assistant Administrators
Inspector General
Chief Financial Officer
Chief of Staff
Associate Administrators
Regional Administrators

Today I am taking several steps to strengthen the agency's attention to two areas – Environmental Justice and the National Environmental Policy Act – and to revitalize the agency's Office of Policy.

First, I am elevating the Office of Federal Activities into the Office of Policy, which is within the Office of the Administrator, from its current home in the Office of Enforcement and Compliance Assurance. Moving OFA, which leads the agency's NEPA reviews, to OP will ensure staff are able to quickly elevate issues to me for resolution and allow us to expedite environmental reviews and approvals of high-priority infrastructure projects, as directed by the President under Executive Order 13766. A small number of staff in OFA who control transboundary movement of hazardous waste under RCRA will move instead to the Office of Land and Emergency Management, where complementary work is being performed. I am also creating a Permitting Policy Division within OFA to lead our commitment to streamline the agency's permitting processes under the Presidential Memorandum signed January 24, 2017. This group will be housed here to build upon our successes in streamlining NEPA reviews.

Second, I am elevating the Office of Environmental Justice into OP from its current home in OECA. This move will strengthen and compliment the work already being done by the Office of Community Revitalization (formerly the Office of Sustainable Communities) within OP, and

provide better support to communities as they work to improve health, protect the environment and grow their economies. Bringing the collective resources and expertise of these organizations together will provide a more comprehensive understanding of community needs and health disparities. This will allow us to better coordinate across our own programs and with our federal partners to ensure efforts are aligned and community needs are fully reflected in our actions and investments. It will also enable us to partner more effectively with states, tribes and local governments to support their efforts to engage with, and answer the needs of, their most vulnerable communities. And finally, it will allow us to collaborate more successfully with business and industry, academia, civil society and other stakeholders that share an interest in building strong, healthy and prosperous communities.

Finally, I am approving some administrative changes within OP to improve the effectiveness of their operations. We will consolidate OP's administrative support to realize efficiencies and will re-direct some staff towards high-priority work.

I ask AO, OECA, OLEM and the Office of Administration and Resources Management to work together to take the necessary steps and put in place the documentation to reflect these organizational changes and to inform and involve our union partners as appropriate.

I appreciate your continued support of these important priority areas as we complete this effort.



REORGANIZATION PROPOSAL

A. CONCISE STATEMENT OF CHANGE

1. Provide an executive summary that succinctly explains the proposed change(s) (one paragraph or less).

The Administrator has directed (1) the transfer of the Office of Federal Activities (OFA) and the Office of Environmental Justice (OEJ) from the Office of Enforcement and Compliance Assurance (OECA) to the Office of Policy (OP) within the Office of the Administrator; and (2) the break out of some Staff functions within OP's Immediate Office and the re-direction of some current OP staff towards high priority work. These changes will allow for a more streamlined elevation and resolution of issues; allow for expedited reviews and approvals of high priority infrastructure projects; and consolidate and improve the efficiency and effectiveness of operations. Further, these changes will allow the EPA to more efficiently and effectively meet the requirements directed by the President under Executive Orders 13766 and 13781.

This reorganization will:

1. Move the administrative and operational support function in OP out of the immediate office to become its own organization (the Operations Office);
2. Create a Sectors Team in the immediate office;
3. Re-direct some Office of Strategic Environmental Management staff to other high priority work;
4. Rename the Office of Sustainable Communities to the "Office of Community Revitalization;"
5. Move the Office of Environmental Justice from the Office of Enforcement and Compliance Assistance to the Office of Policy, within the Office of the Administrator;
6. Move the Office of Federal Activities (including the NEPA Compliance Division and the International Compliance Assurance Division) from the Office of Enforcement and Compliance Assistance to the Office of Policy, within the Office of the Administrator;
7. Reassign 4 employees and the hazardous waste functions from ICAD to the International and Transportation Branch within the Materials Recovery and Waste Management Division within the Office of Resource Conservation and Recovery, within the Office of Land and Emergency Management;
8. Rename the Internal Compliance Assurance Division to the "Permitting Policy Division."

2. Describe the title(s) of the unit(s) affected.

This reorganization will impact the Office of Policy; immediate office and Office of Strategic Environmental Management, within the Office of the Administrator; the Office of



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Environmental Justice and the Office of Federal Activities, within the Office of Enforcement and Compliance Assurance; and the International and Transportation Branch, within the Office of Land and Emergency Management.

3. Explain the change purpose (e.g., whether the change is due to a new legislative authority, new program authority or shifts in program emphasis).
The reorganization will provide shifts in program emphasis, thereby increasing the Office of Policy's ability to contribute to the Agency's mission; will enhance collaboration and accountability, and will allow for better coordination and effectiveness in multiple program areas (i.e., NEPA reviews, communities work, Sectors, Lean, and Permitting).

4. Discuss the progress to date based on communications with level approvers and discussions with stakeholders, unions, SSCs, etc.
The Administrator's Office has discussed this move with senior management within OP as well as OECA and OLEM. Management has engaged and consulted with the Office of Human Resources and the Shared Service Center in development of this reorganization package. A briefing with AFGE and NTEU will be scheduled in the near future; information will be shared with impacted staff after the briefing with the unions.

5. Describe the benefits of this change(s) to the agency (e.g., increased accountability, enhanced communication and coordination, improved efficiency).
The reorganization will result in significantly increased efficiency and effectiveness in meeting our mission. It will enable OP to improve its operations and streamline efforts through changes in administrative support. It will ensure staff are able to quickly elevate and resolve issues and allow us to expedite environmental reviews and approvals of high priority infrastructure projects. It will provide a more comprehensive understanding of community needs that will allow us to better coordinate across our own programs and with our federal partners to ensure efforts are aligned and community needs are fully reflected in our actions and investments. It will also enable us to partner more effectively with states, tribes and local governments to support their efforts to engage with, and answer the needs of, their most vulnerable communities. It will place subject matter experts more directly connected to the work, such as permit streamlining and Sectors. Finally, by bringing these offices' expertise and experience together, OP will be better positioned to meet the needs and interests of our stakeholders, as well as be more productive.

6. Is there an impact between AA/RA offices, between offices within an AA office or between Regional divisions?

Yes. Two offices (OEJ and OFA) will move from OECA to OA.

In addition, some functions and staff from ICAD within OECA's OFA will move to the International and Transportation Branch within the Materials Recovery and Waste Management Division within the Office of Land and Emergency Management.



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B. ANALYSIS OF IMPACT ON PERSONNEL

1. Will there be an impact on the supervisor-to-staff ratio at the AAship/RAship level? (Contact your HRO/PMO for the current ratio). ☐ No ☒ Yes

If yes, please explain and include your present AAship/RAship supervisor-to-staff ratio and the proposed AAship/RAship supervisor-to-staff ratio.

Office of the Administrator - Current: 1 to 5.4 (1:5.4)
Proposed: 1 to 5.2 (1:5.2)

Office of Enforcement and Compliance Assistance - Current: 1 to 6.5 (1:6.5)
Proposed: 1 to 6.3 (1:6.3)

There are four positions moving from OECA to OLEM. These four positions will have a negligible impact on the overall OELM supervisor-to employee ratio.

2. Will this proposed reorganization: (a) Eliminate positions; (b) Cause a reduction in force; (c) Change how positions are graded; (d) Add new functional units; or (e) Support a VERA/VSIP? ☐ No ☒ Yes

If yes, please explain. New functional units will be created as outlined above.

3. Will there be an impact on the diversity of the organization? ☒ No ☐ Yes

If yes, please explain.

C. ADMINISTRATIVE ISSUES *(Failure to address all administrative issues may result in a delay in the implementation of the reorganization.)*

1. Will there be any physical moves of staff? ☒ No ☐ Yes

Management is not planning any physical moves of staff associated with this reorganization. If that should change, management will reach out to its union partners to consult with them as reflected in the collective bargaining unit and associated generic move agreements.

2. Will new space be required? ☒ No ☐ Yes

If so, have all technical (computer, telecommunications, etc.) needs been assessed?

3. Will the reorganization require new information systems/technologies, or significant changes to existing ones, and (if so) has it been acquired? ☒ No ☐ Yes

If yes, please explain.

4. Will there be any budgetary impacts? **If yes, please explain in detail.** ☐ No ☒ Yes

The resources associated with these organizations (both FTE and financial) will move with their respective organizations from OECA to OA/OP and OLEM.

D. EPA DIRECTIVES

1. Will any Delegations of Authority, Orders or Manuals be affected? ☐ No ☒ Yes



REORGANIZATION PROPOSAL

The following delegations will need to be revised to reflect the organizational changes associated with this reorganization:

- 7-57 Section 309 Review Process
- 8-5 Notification and Reporting by Persons Exporting Hazardous Waste
- 8-8 Inspections and Info Gathering
- 13-1 Comments on Wild and Scenic River Designations
- 24-1 Reduction and Extension of the Minimum Environmental Impact Statement Review Periods
- 24-2 Review and Adequacy Determination of Environmental Impact Assessment Documents for Nongovernmental Activities in Antarctica

E. ATTACHMENTS *(Use the forms provided)*

1. Staffing Plan Crosswalk *(Use Staffing Plan Template)*. Contact your servicing HR SSC for information *(Do not include social security numbers)*.

Please see attached document.

2. Current Organizational Chart.

Please see attached document.

3. Proposed Organizational Chart *(Must include all organization levels)*.

Please see attached document.

4. Current Functional Statement.

Please see attached document.

5. Proposed Functional Statement *(Must include all reporting levels)*.

Please see attached document.

Administrator Approval (since this is a Tier 1 reorganization)

Name:

Title:

Signature:

Date:

AUG 23 2017

Human Resources Office/Program Management Office Reviewed

Name:

Title:

Signature:

Date:

RTP Human Resources Shared Service Center Approval (Certifies Receipt of this Package)



REORGANIZATION PROPOSAL

Name: <i>Jeremy Taylor</i>	Title: <i>SSC Director</i>
Signature: <i>[Signature]</i>	Date: <i>9/11/17</i>
Cincinnati Human Resources Shared Service Center Approval (Certifies Receipt of this Package)	
Name: <i>BONNOL, Jerome W</i>	Title: <i>SSC Director</i>
Signature: <i>[Signature]</i>	Date: <i>9/11/2017</i>

[Signature]
Program Manager

Contact Information:

Troy Boxton, Management Analyst
Office of Administration and Resources Management
Office of Human Resources
Policy, Planning and Training Division
Workforce Planning Branch
1200 Pennsylvania Avenue, N.W.
Room 1419 WJC East MC-3600A
Washington, D.C. 20460
Office: (202) 564-7419
Fax: (202) 564-1928
boxton.troy@epa.gov



CURRENT FUNCTIONAL STATEMENT

OFFICE: Office of Policy

HEADQUARTERS OR REGIONAL OFFICE: Office of the Administrator

ORGANIZATION HEAD: Associate Administrator

REPORTS TO: The Administrator

FUNCTIONS: EPA's Office of Policy (OP) supports the Agency's mission by complementing the day-to-day work of the Agency and suggesting new environmental frontiers through its governance responsibilities and through its participation in, and management of, the regulatory process. OP is the focal point for regulatory analyses, policy development, and economic analyses necessary to support EPA's regulatory development process and changes in today's business conditions. OP's role in the regulatory development process is to manage the process and ensure that the underlying policy analyses are sound. OP helps strengthen the analytic foundation of the Agency's decision-making processes, working with EPA's Science Advisor to strengthen the integration of scientific and economic analyses. OP helps EPA and others make the strategic policy and governance changes necessary to meet the Agency's goals now and in the future. OP is the focal point for Agency program evaluation policy. In concert with other Agency offices, OP has a lead role in building capacity for program evaluation and other program management tools at EPA as it pertains to assisting the Deputy Administrator in analyzing program effectiveness and promoting performance management.

OP specifically performs the following major functions:

- Promotes change and Agency-wide integration of new practices that result in increased achievements in environmental protection.
- Participates in the development of Agency regulations and policies to ensure that decision processes are invested with high quality science and economic analysis and timely information, and that a range of well-conceived policy alternatives are available for senior management consideration.
- Manages the Agency's regulation development and review process.
- Serves as the Agency's Regulatory Policy Officer, as such is involved at each stage of the regulatory process to foster the development of effective, innovative, and least burdensome regulations, and furthers the principles set forth in Executive Order 12866, "Regulatory Planning and Review".

- Serves as the Agency's Federalism Official, as such must include, for actions with federalism implications, a certification from the official to ensure compliance with Executive Order 13132, "Federalism," stating that the requirements of the order have been met in a meaningful and timely manner.
- Serves as EPA's Economics Advisor; as such, helps ensure that the Agency relies on sound economic science to support its activities and advises the Administrator on all economics issues as they relate to EPA policies, regulations, procedures and decisions.
- Provides critical economic analyses to augment and support the Agency's understanding of the financial and societal impacts of environmental policies and regulations. Conducts economic research that leads to the development of analytic tools used by Federal, State and local governments.
- Works with communities and development interests to identify practices and models that reduce the environmental impact of development; analyzes and disseminates those practices, and creates tools, models and data that assist communities as they strive to minimize environmental impacts among alternative development choices; and promotes best practices through analysis and research, public education, and technical assistance.
- Provides procedural management and planning of Agency standards, regulations, guidelines, and information collection activities. Executes the Administrative Procedure Act and the Paperwork Reduction Act; and assures consideration of Regulatory Flexibility Act requirements in the Agency's regulatory decisions. In particular, advocates for appropriate Small Business outreach and accommodation in EPA rulemaking, and coordinates the Agency's compliance with the Small Business Regulatory Fairness Act (SBREFA).
- Serves as the principal advisor to the Administrator in matters pertaining to policies and economics that promote sustainable approaches to protecting public health and the environment.
- Provides leadership in identifying and analyzing emerging, cross-cutting issues of significance to the Agency, particularly those related to moving programs toward a greener, more sustainable economy, including but not limited to sustainable products, materials management, financial disclosure, and greening the workforce.
- Facilitates the formulation and deployment of strategies and tools to address priority issues and advance sustainable outcomes in a manner that ensures both economic growth and environmental protection for all parts of society, including historically underserved communities.
- Provides strategic management practices to enhance Agency effectiveness through program analysis, program evaluation and the development and deployment of other management strategies that enhance productivity and improve the effectiveness of Agency programs and priorities.

- Provides management support to the Deputy Administrator by staffing and organizing regularly scheduled meetings between the Agency's senior political leadership and National Program Managers, Headquarters Programs, Regional Offices, and other meetings devoted to cross-cutting issues.
- Works to develop policies, regulations, standards, guidelines, models, tools, data and spending priorities that support the Agency's mission by fostering outcomes in the built environment that protect environmental quality, public health and avoid disproportionate harm to disadvantaged communities.
- Develops and implements Agency-wide and Federal government-wide strategies to achieve the benefits of smarter growth and green building, including communications strategies that convey to the general public EPA's position in support of sustainable communities and green building in ways that spur positive and measurable change.
- Manages and coordinates communications functions in the Office including comprehensive and integrated communications planning.
- Oversees the implementation of all budgetary and extramural requirements, and the correspondence, personnel, and administrative responsibilities for the Office, in coordination with OES, OEX and OCIR



CURRENT FUNCTIONAL STATEMENT

OFFICE: Office of Regulatory Policy and Management

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Director, Office of Regulatory Policy and Management

REPORTS TO: Associate Administrator, Office of Policy

FUNCTIONS: The Office of Regulatory Policy and Management (ORPM) serves as the control point for planning and managing the Agency's regulation and policy development efforts and for ensuring that EPA uses the most appropriate analytic information in determining regulatory policy. ORPM oversees the regulatory infrastructure and encourages appropriate analysis of priority and cross-media regulatory and policy actions. To accomplish this, the Office works with program offices as early as feasible in the regulatory and policy development processes to: consider a range of regulatory and policy options in decision-making; incorporate input from the Agency's consultations with advisory groups, state, local and tribal governments and other external stakeholders; and strengthen the quality and consistency of regulations and other significant non-regulatory decisions. ORPM supports consideration of small entity impacts through leading implementation of the Regulatory Flexibility Act, as amended by the Small Business Regulatory Enforcement Fairness Act (RFA/SBREFA).

The Director:

- Develops the Office's vision and strategic direction;
- Sets program policies, priorities, and procedures and ensures their implementation;
- Builds support within the Agency, and leads the resolution of program or project-related issues among senior managers in and outside the Agency;
- Plans and oversees the Office's communications and outreach activities for internal and external audiences;
- Works closely with the OPEI administrative support team and OES in administrative matters, which include:
 - strategic planning;
 - budget planning, formulation, and execution;
 - contracts, procurement, grants, cooperative agreements, and interagency agreements;
 - human resources and workforce development;



CURRENT FUNCTIONAL STATEMENT

DIVISION: Regulatory Management Division

OFFICE: Office of Regulatory Policy and Management

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Director, Regulatory Management Division

REPORTS TO: Associate Administrator, Office of Policy

FUNCTIONS: The Regulatory Management Division (RMD) manages the Agency's environmental regulation, policy and guidance development process. In collaboration with EPA program and regional offices, RMD defines internal procedures and processes, oversees implementation of Executive Orders related to regulation development, tracks action development milestones, and trains managers and staff. RMD acts as liaison to the Office of Management and Budget for regulations undergoing interagency review. RMD leads the Agency's implementation of the Regulatory Flexibility Act, as amended by the Small Business Regulatory Enforcement Fairness Act (RFA/SBREFA). RMD coordinates EPA efforts aimed at providing the public information related to EPA activities.

In particular, RMD performs the following functions:

- Manages the Agency's regulation development and review process - including collaborating with EPA's national program and regional offices;
- Tracks internal management milestones for regulations, key policies, and significant guidance documents;
- Develops and provides training to Agency executives, managers and staff on regulation development and the Agency's regulatory development process;
- Provides counsel to EPA programs and regions related to the requirements of the RFA/SBREFA. Staffs the Small Business Advocacy Chair and Small Business Advocacy Panels, as necessary;
- Maintains liaison with the regulatory and information management offices with the Office of Management and Budget and within other Federal agencies, with includes transmitting EPA actions for interagency review and managing EPA's review of other Department and Agency regulations and policies undergoing interagency review; and
- Provides the public with information about EPA's regulatory activities through websites and coordination of the Agency's Regulatory Plan and Agenda.



CURRENT FUNCTIONAL STATEMENT

DIVISION: Policy and Regulatory Analysis Division

OFFICE: Office of Regulatory Policy and Management

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Director, Policy and Regulatory Analysis Division

REPORTS TO: Associate Administrator, Office of Policy

FUNCTIONS: The Policy and Regulatory Analysis Division contributes to the development of Agency regulations and policies across all media. The Division ensures that Agency decision processes are invested with high quality and timely information. The Division encourages appropriate consideration of relevant science, economic, and policy factors and supports consideration of an appropriate range of alternatives to achieve the best overall environmental results.

In particular, PRAD performs the following functions:

- Participates in regulation or policy development workgroups;
- Develops, evaluates and recommends policy approaches that achieve more cost-effective environmental regulations, policies or programs; and
- Encourages development and exchange of relevant data and information leading to timely managerial decision;
- Promotes appropriate consideration of policy alternatives;
- Encourages transparent presentation of scientific, economic, and other technical issues, including uncertainties.
- Promotes appropriate consideration of policy alternatives;
- Identifies and helps resolve cross-Agency issues;
- Supports the implementation of the Administrator's priorities into Agency regulations, policies and program;
- Develops management reports for EPA's Administrator and Deputy Administrator related to upcoming regulatory, policy or guidance determinations or decisions; and
- Acts as a liaison with the Office of Management and Budget during interagency review of specific EPA actions.



CURRENT FUNCTIONAL STATEMENT

OFFICE: Office of Strategic Environmental Management

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Director, Office of Strategic Environmental Management

REPORTS TO: Associate Administrator, Office of Policy

FUNCTIONS: The Office of Strategic Environmental Management (OSEM) helps EPA and others make the strategic policy and governance changes necessary to meet the Agency's goals now and in the future. Specifically, the Office performs the following functions:

- Provides leadership in identifying and analyzing emerging, cross-cutting issues of significance to the Agency, particularly those relating to making progress toward a greener, more sustainable economy including, but not limited to: sustainable products, materials management, financial disclosure, and greening the workforce.
- Facilitates the formulation and deployment of strategies and tools to address priority issues and advance sustainable outcomes in a manner that ensures both economic growth and environmental protection for all parts of society, including historically underserved communities.
- Assists EPA Programs and Regional Offices, States and others partners in development of sustainability strategies and approaches and provides technical assistance to facilitate their implementation.
- Contributes to international discussions and analyses relating to sustainable economic development.
- Promotes strategic management practices to enhance Agency effectiveness through program analysis, program evaluation and the development and deployment of other management strategies (e.g., administrative lean, innovative performance measurement) that enhance productivity and improve the effectiveness of Agency

programs and priorities.

- Provides management support to the Deputy Administrator by staffing and organizing regularly scheduled meetings between the Agency's senior political leadership and National Program Managers, Headquarters Programs, Regional Offices, and other meetings devoted to cross-cutting issues.



CURRENT FUNCTIONAL STATEMENT

DIVISION: Integrated Environmental Strategies Division

OFFICE: Office of Strategic Environmental Management

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Director, Integrated Environmental Strategies Division

REPORTS TO: Director, Office of Strategic Environmental Management

FUNCTIONS: The Integrated Environmental Strategies Division (IESD) performs the following functions:

- Provides leadership for the agency on emerging, cross-cutting issues, particularly those relating to the development and implementation of policies that support progress toward a greener, more sustainable economy.
- Performs analysis to identify steps that need to be taken by EPA and others to make progress toward a sustainable economy, ensuring both economic growth and environmental protection for all parts of society and addressing the specific needs of historically underserved communities.
- Identifies strategies that can be used by a wide variety of actors whose actions have environmental impacts (businesses, government agencies, individuals and others) to make their activities more sustainable and improve the communities in which they are located; defines roles of EPA and others in promoting the use of such strategies, and supports initiatives to foster the use of those strategies.
- Identifies policy tools that can be used to promote sustainable practices, develops such tools, and fosters the widespread adoption of those tools.
- Develops policy based on principles of materials management, and assists programs and others in the implementation of such strategies based on those principles. Conducts analysis of materials management in critical portions of the economy.

- Leads development of agency policy on sustainable products; represents EPA in external forums on issues relating to sustainable products; helps to coordinate agency activities in this area.
- Provides cross-agency and inter-agency coordination and integration on major administration priorities, such as employment opportunities that support a sustainable economy, to maximize the impact of EPA and federal action.
- Conducts analysis of reporting and disclosure of information on environmental performance by businesses and others, and its use by financial markets and other audiences; develops policies or strategies to maximize the impact of such information.
- Contributes to international discussions and analyses relating to sustainable economic development.
- Assists EPA Programs and Regional Offices, states and other partners in development of sustainability strategies and approaches and provides technical assistance to facilitate their implementation.
- Identifies policy needs and troubleshoots issues to remove barriers to the building of local capacity to address complex issues related to a sustainable environment and economy, especially for disadvantaged communities.
- Undertakes strategic initiatives reflecting Administrator's priorities as needed.



CURRENT FUNCTIONAL STATEMENT

DIVISION: Evaluation Support Division

OFFICE: Office of Strategic Environmental Management

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Director, Integrated Environmental Strategies Division

REPORTS TO: Director, Office of Strategic Environmental Management

FUNCTIONS: The Evaluation Support Division (ESD) performs the following functions:

- Provides leadership in fostering EPA's use of program evaluation as a management tool for assessing and improving the effectiveness of programs and initiatives, and is a focal point for Agency program evaluation policy.
- Manages, advises, and funds priority program evaluation projects, including, but not limited to design, process, outcome, and impact program evaluations.
- Develops environmental program evaluation methods for use by EPA and its partners such as evaluability assessments, experimental (random assignment) methods, quasi-experimental methods, statistical analyses of observational data, and in-depth case studies.
- Coordinates expert review of EPA-funded program evaluation methodologies and work products.
- Assists EPA Program Offices, Regional Offices and external partners (states, tribes, others) in building capacity in performance management, (e.g. to develop logic models, conduct program evaluations, design performance measures), by providing training and technical support, and to the extent resources are available, share the cost of evaluation and measures projects.
- Assists EPA Program Offices and Regional Offices in working with internal and external partners on new approaches to statistically valid metrics to track program performance.

- Provides and/or participates in forums and professional meetings (internal and external) for EPA, other government agencies, academics, non-governmental organizations, and others to keep up-to-date with new methods and innovations in performance management.
- Collaborates with academics, other agencies and institutions conducting environmental program evaluations, in order to further support use of rigorous program evaluation in the Agency.
- Benchmarks and tracks best practices in developing data for evidence-based policy, including emerging issues and the innovative use of analytic tools in program evaluation and performance measurement (e.g., social network analysis, geographic information systems).



CURRENT FUNCTIONAL STATEMENT

OFFICE: Office of Sustainable Communities

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Director, Office of Strategic Environmental Management

REPORTS TO: Associate Administrator, Office of Policy

FUNCTIONS: The Office of Sustainable Communities (OSC) performs the following functions:

- Works with federal, state, local and tribal governments, as well as NGOs and business organizations, to develop policies, regulations, standards, guidelines, models, tools, data, spending priorities, and technical assistance related to legislative proposals that support the Agency's mission by fostering outcomes in the built environment that protect environmental quality, public health and avoid disproportionate harm to disadvantaged communities.
- Develops and implements agency-wide and federal government-wide strategies to achieve the benefits of smarter growth and green building, including communications strategies that convey to the general public EPA's position in support of sustainable communities and green building in ways that spur positive and measurable change.
- Develops and employs metrics to quantify the effectiveness of EPA programs designed to foster more sustainable communities and green building.
- Works collaboratively with EPA Program and Regional Offices, with other federal agencies, with state agencies and local governments, and with a broad array of key non-governmental stakeholders and national standard setters.
- Develop and implement a communications strategy that conveys to the general public EPA's position in support of sustainable communities and green building in ways that spur measurable improvement in community planning and design.
- Serves as the point of contact for the Office in developing budget requests, tracking expenditures, developing spending plans, and responding to budget fire drills.

- Develops, implements and monitors the Offices' standard operating policies and procedures, personnel actions, awards and other administrative matters.



CURRENT FUNCTIONAL STATEMENT

DIVISION: Federal and State Division

OFFICE: Office of Sustainable Communities

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Director, Office of Sustainable Communities

REPORTS TO: Associate Administrator, Office of Policy

FUNCTIONS: The Federal and State Division (FSD) performs the following functions:

- Works with federal agencies, including other parts of EPA, and state governments to develop policies, regulations, standards, guidelines, spending priorities, and technical assistance to legislative proposals that support sustainable development.
- Provides expertise and advice to other federal agencies on how to create better outcomes for the environment and taxpayers by ensuring that the effects of federal actions on development patterns, building design, building management and environmental quality become a consideration as agencies undertake their missions;
- Works across EPA offices to develop EPA regulatory policies which can improve environmental quality by creating incentives and encouraging better economic development, land use, and building design/management approaches such as brownfield redevelopment, transit-oriented development, infill development, energy and water efficient buildings, and green roofs;
- Provides analysis and guidance on state investment decisions and policies related to environmental, land use and transportation planning; economic and community development; and building design and retrofits;
- Convenes key stakeholders on development issues at the state and federal/national levels (policymakers, NGOs, other parties) to share best practices and educate them on the environmental consequences of differing patterns of development and the environmental, economic and health benefits of smart growth and green building. This includes work such as managing and maintaining the Smart Growth Network and the Governors' Institute for Community Design; and

- Develops environmental strategies for the architecture, construction, building materials, residential and commercial real estate, and mortgage lending industries, as well as partnerships between leaders and organizations in these sectors and state and federal government leaders.



CURRENT FUNCTIONAL STATEMENT

DIVISION: Community Assistance and Research Division

OFFICE: Office of Sustainable Communities

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Director, Office of Sustainable Communities

REPORTS TO: Director, Community Assistance and Research Division

FUNCTIONS: The Community Assistance and Research Division (CARD) performs the following functions:

- Manages and delivers applied research and technical assistance to state agencies, regional planning organizations, counties and municipalities to promote sustainable development outcomes at both the neighborhood and regional scale;
- Develops new tools communities can use to evaluate the environmental implications of land use, transportation and housing policies and investments;
- Helps communities with limited planning capacity pursue more sustainable development;
- Conducts research on emerging issues related to land development, community design, building design, and environmental outcomes;
- Produces technical reports, implementation tools and other resource materials providing examples of innovative approaches to comprehensive land use planning, development approval, brownfield redevelopment, transportation investments, and house policies; and
- Manages and supports critical education and outreach activities, such as the New partners for Smart Growth Conference and the National Awards for Smart Growth Achievement, that build capacity around best practices and overcoming implementation challenges.



CURRENT FUNCTIONAL STATEMENT

OFFICE: National Center for Environmental Economics

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Director, National Center for Environmental Economics

REPORTS TO: Associate Administrator, Office of Policy

FUNCTIONS: The National Center for Environmental Economics (NCEE) provides economic and environmental expertise, leadership, analysis, and support to Agency activities. Specifically, the Center performs the following functions:

- Supports OP's Associate Administrator's role as the Agency's Economic Advisor;
- Provides expert economic analysis and data management support for EPA and other environmental partners, stakeholders, and customers;
- Develops and maintains, for public access, official Agency economic work products;
- Provides a focal point for Agency economic policy, economic research methods and needs, specialized economic analytical procedures and training in the application of economics;
- Undertakes leading economic studies for use by EPA program offices, regions, and other government environmental management institutions;
- Coordinates peer review of EPA-funded economic work products and manage production of publications for applied environmental economic studies;
- Analyzes cross-cutting issues and legislative proposals for the Associate Administrator, OP;
- Catalyzes changes in policy and behavior by providing decision makers with technically sound, proficient, economic and policy analysis;
- Implements innovative programs and strategies, placing special focus on cross-sectoral, intergenerational, and international issues;

- Fosters collaborative working relationships with other EPA program offices in an effort to maximize their capabilities relative to performing scientifically sound economic analysis;
- Addresses emerging economic and environmental issues; and
- Supports analysis to assess the potential implications of implementation programs and policies outlined in trade agreements and other international-setting activities.



CURRENT FUNCTIONAL STATEMENT

DIVISION: Research and Program Support Division

OFFICE: National Center for Environmental Economics

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Director, Research and Program Support Division

REPORTS TO: Associate Administrator, Office of Policy

FUNCTIONS: The Research and Program Support Division (RPSD) is responsible for identifying and addressing the EPA's economic research needs and for providing technical assistance in the assessment of economic benefits, costs, and impacts of Agency programs and policies. The Division:

- Performs original, innovative economic research to improve the measurement of the economic efficiency and distributional impacts of Agency programs and policies.
- Provides expertise and technical assistance to Agency offices preparing economic analyses for their programs and policies. Collaborates with program offices and regions in order to analyze benefits, costs, and impacts of EPA regulatory programs.
- Undertakes collaborative research with the academic community and other agencies and institutions developing economic research and analyses applied to the environment, in order to further support use of sound scientific economic analyses in the Agency.
- Develops and disseminates economic models and tools used to quantify how environmental quality is affected by the economic choices made by consumers, industries, and government.
- Conducts in-depth analyses of economic and policy issues relating to economic benefits, costs, and impacts of EPA regulatory programs, policies, and guidance. Develops guidance materials to inform Agency analysts on economic valuation methods and other analytic issues in the conduct of cost benefit analysis, working through the Agency's Economics Forum, Science Policy Council, and the Science Advisory Board's Environmental Economics Advisory Committee.



CURRENT FUNCTIONAL STATEMENT

DIVISION: Benefits Assessment & Methods Development Division

OFFICE: National Center for Environmental Economics

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Director, Benefits Assessment and Methods Development Division

REPORTS TO: Director, National Center for Environmental Economics

FUNCTIONS: The Benefits Assessment and Methods Development Division (BAMDD) is responsible for the development of improved tools, data, and analyses that describe the economic benefits, costs and impacts of the Agency's programs and policies. The Division:

- Enhances the Agency's ability to use economic information to communicate the outcomes attributable to existing and proposed, future environmental rules, regulations and policies.
- Provides expertise and technical assistance to Agency offices preparing economic analyses for their programs and policies. Conducts original research and prepares studies on methods to assess economic costs and benefits, often in collaboration with other Agency offices and research institutions.
- Coordinates similar studies and research with other federal/state/local government agencies and institutions having mutual responsibilities to describe the economic benefits and costs of environmental programs and policies.
- Develops methods and models to assess the macroeconomic impacts of EPA's regulatory and non-regulatory programs in both the domestic and international context. Produces analyses on the implications of environmental policy for industrial competitiveness, trade, employment, productivity, and other measures of economic performance.
- Conducts in-depth analyses of economic and policy issues relating to economic benefits, costs, and impacts of EPA regulatory programs, policies, and guidance. Develops guidance materials to inform Agency analysts on economic valuation methods and other analytic issues in the conduct of benefit-cost analysis, working through the Agency's Economics Forum, Science Policy Council, and the Science Advisory Board's Environmental Economics Advisory Committee.



CURRENT FUNCTIONAL STATEMENT

OFFICE: Office of Federal Activities

HEADQUARTERS OR REGIONAL OFFICE: Office of Enforcement and Compliance Assistance

ORGANIZATION HEAD: *Director, OFA*

REPORTS TO: Assistant Administrator for Enforcement and Compliance Assurance

FUNCTIONS: The Office of Federal Activities (OFA), under the supervision of a Director, reports to the Assistant Administrator for Enforcement and Compliance Assurance (AA/OECA). The Director acts as the national program manager for three major programs assigned to the Office. These include the review of other agencies' environmental impact statements (EISs) and other major actions under the authority of the National Environmental Policy Act (NEPA) and §309 of the Clean Air Act; EPA compliance with the National Environmental Policy Act (NEPA) and related laws, directives, and Executive Orders concerning special environmental areas and cultural resources; and coordination of OECA's international enforcement and compliance and environmental impact assessment programs.

OFA also serves as the principal point of contact and liaison with other federal agencies and provides consultation and technical assistance to those agencies relating to EPA's areas of expertise and responsibility. OFA administers the filing and information system for all federal environmental impact statements under agreement with the Council on Environmental Quality (CEQ) and serves as liaison with the CEQ on this function and related matters of NEPA program administration. The Office provides a central point of information for EPA and the public on environmental impact assessment techniques and methodologies as well as for the international community, on the conduct of environmental enforcement and compliance assurance activities.



CURRENT FUNCTIONAL STATEMENT

DIVISION: NEPA Compliance Division

OFFICE: Office of Federal Activities

HEADQUARTERS OR REGIONAL OFFICE: Office of Enforcement and Compliance Assistance

ORGANIZATION HEAD: *Director, NCD*

REPORTS TO: *Director, OFA*

FUNCTIONS: The NEPA Compliance Division (NCD) develops and recommends national programs and internal policies, strategies and procedures for the following:

- review of other agencies' EISs and other major actions for environmental compliance pursuant to §309 of the Clean Air Act and the CEQ NEPA implementing regulations
- preparation of EISs on EPA activities
- compliance with crosscutters, including
 - the Endangered Species Act
 - the National Historic Preservation Act
 - ecological initiatives
- In addition, the Division performs the following national-level functions related to implementing its NEPA and CAA responsibilities:
- Headquarters-level liaison with federal agencies to resolve problems
- Focal point for regional and headquarters contacts on matters related to the EPA comments on federal agency regulations
- Developer and administrator for the official public filing and information system for all Federal EISs and serves as liaison with CEQ on this function and related matters of NEPA program administration
- EPA focal point for improving capabilities in interdisciplinary environmental analysis
- Central point of information for the public on EISs and environmental impact assessment techniques and methodologies

- International capacity-building leader for Environmental Impact Assessment (EIA), including managing the review of EIAs of non-governmental activities in Antarctica
- Administrator for NEPASSIST, an online support tool for NEPA practitioners



CURRENT FUNCTIONAL STATEMENT

OFFICE: International Compliance Assurance Division

HEADQUARTERS OR REGIONAL OFFICE: Office of Enforcement and Compliance Assistance

ORGANIZATION HEAD: *Director, ICAD*

REPORTS TO: *Director, OFA*

FUNCTIONS: The International Compliance Assurance Division (ICAD) provides direction and coordination for OECA's international activities through the following responsibilities:

- Coordinates strategy and budget implementation of OECA's international activities
- Serves as OECA's principal point of contact with the Office of International and Tribal Affairs for enforcement and compliance program activities
- ICAD has direct international responsibilities for:
 - providing focused enforcement and compliance support for EPA's international agenda in areas such as implementing the North American Free Trade Agreement (NAFTA)
 - providing technical assistance to enhance environmental enforcement and enhance environmental enforcement and compliance in countries throughout the world
 - advising other EPA offices on enforcement and compliance aspects of programs to meet the United States' obligations under international environmental agreements
 - providing direction for OECA activities under U.S. laws involving international issues
 - providing counsel, in coordination with the Office of General Counsel (OGC), on enforcement aspects of international agreements relating to trade and environmental protection
 - in consultation with OGC, coordinating with the State Department, Bureau of Customs and Border Protection, and other EPA offices on the international aspects of enforcing U.S. environmental laws.
- ICAD, on behalf of the U.S., also controls the transboundary movements of hazardous waste under the Resource Conservation and Recovery Act (RCRA) and its implementing

regulations, and under applicable international agreements. ICAD's responsibilities include:

- consenting or objecting to imports and transits of hazardous waste, and acknowledging the consent or communicating the objection of the receiving country to a proposed U.S. exporter of such waste
- preparing periodic reports on the review of consent or objection of imports/exports, that are provided to senior managers on related policy issues.
- monitoring compliance with applicable legal requirements based on available data, as resources permit
- referring apparent violations to EPA Regional Offices for appropriate enforcement action
- tracking movements of hazardous waste as described in notifications of intent to import or export, manifests and tracking documents, and annual reports
- utilizing and maintaining the Waste International Import Export Tracking System (WIETS) for tracking purposes



CURRENT FUNCTIONAL STATEMENT

OFFICE: Office of Environmental Justice

HEADQUARTERS OR REGIONAL OFFICE: Office of Enforcement and Compliance Assistance

ORGANIZATION HEAD: *Director, OEJ*

REPORTS TO: Assistant Administrator for Enforcement and Compliance Assurance

FUNCTIONS: The Office of Environmental Justice (OEJ) reports to the Assistant Administrator for Enforcement and Compliance Assurance (AA/OECA) through the Principal Deputy Assistant Administrator for OECA. OEJ supports the Administrator, OECA, the other Agency Program Offices, and the Regions on all environmental justice activities including:

- Advising the Agency on the environmental risk information developed outside the Agency and on the impacts of environmental programs on racial minority and low-income populations;
- Establishing an Agency justice program;
- Coordinating with environmental justice interagency and intra-agency working groups;
- Tracking implementation of the Agency's environmental justice strategy, and preparing periodic progress reports;
- Administering a minority academic institutions (MAI) program;
- Enhancing interaction with the Agency through technical assistance and technology transfer;
- Enhancing environmental justice outreach, training and education programs for public and other groups through conferences, symposia and meetings;
- Providing minority and low-income communities with technical and financial assistance for community/economic development activities to address environmental justice;
- Serving as a centralized clearinghouse and dissemination point for justice information to EPA staff and the public-developing environmental justice training for EPA managers and staff;
- Providing interagency coordination of justice programs;



CURRENT FUNCTIONAL STATEMENT

OFFICE: Office of Children's Health Protection

HEADQUARTERS OR REGIONAL OFFICE: Office of the Administrator

ORGANIZATION HEAD: Office Director

REPORTS TO: The Administrator

FUNCTIONS:

The Office of Children's Health Protection reports directly to the Administrator. The mission of the Office of Children's Health Protection is to make the protection of children's health a fundamental goal of public health and environmental protection in the United States. The Office is responsible for implementing EPA's National Agenda for the Protection of Children from Environmental Health Threats; implementing the President's Executive Order to Protect Children from Environmental Health and Safety Threats, signed April 21, 1997; supporting the President's Task Force on Environmental Health Risks and Safety Risks to Children co-chaired by the Administrator and the Secretary of Health and Human Services; coordinating children's environmental health issues with the Department of Health and Human Services, other Federal agencies, across the EPA, as well as Congress, State, local and tribal governments, academic institutions, health professionals, community groups, parents, and others.

The Office provides a comprehensive review of child-protective environmental standards and regulations, susceptibility and exposure to pollutants; assesses current research agenda and develops an integrated cross-agency science agenda for children's environmental health issues; fosters enhanced linkages between basic science and agency public health and environmental policy that affects children; and expands community right-to-know and education on children's health issues; and develops procedures and training to ensure that EPA meets its commitment to set standards that adequately protect against differential health effects facing children and to ensure coordination of individual rulemakings affecting children's environmental health.

In order to perform these functions, the Office has been organized into two Divisions, each headed by a Director. In addition, the Director is supported by a non-supervisory Associate Office Director. The Office has established a board, whose charge will be to ensure the integration of Agency activities affecting children and to serve as a catalyst for actions that will be protective of children.

The Office of Children's Health Protection includes the Regulatory Support and Science Policy Division and the Program Implementation and Communication Division with the following responsibilities.



CURRENT FUNCTIONAL STATEMENT

DIVISION: Regulatory Support and Science Policy Division

OFFICE: Office of Children's Health Protection

HEADQUARTERS OR REGIONAL OFFICE: Office of the Administrator

ORGANIZATION HEAD: Division Director

REPORTS TO: Office Director

FUNCTIONS:

- Responsible for identifying key regulations under development that would have a significant impact on children's health and ensuring compliance with relevant regulatory policies (e.g., EO 13045 and EPA's Policy on Evaluating Health Risks to Children). Individual staff would be assigned to specific topics and/or programs;
- Partners with EPA program offices to support ongoing rulemakings and other decision-making activities to ensure protection of children's health, including participating in regulatory workgroups and developing guidance documents;
- Participates in IRIS reviews;
- Coordinates with ORD and the broader scientific community to enhance the science base supporting upcoming regulations, and supports new initiatives established by the Administrator (e.g., TSCA reform) and/or other key stakeholders; and
- Leads EPA and federal efforts to update science policies and strategies to protect children's health.



CURRENT FUNCTIONAL STATEMENT

DIVISION: Program Implementation and Coordination Division

OFFICE: Office of Children's Health Protection

HEADQUARTERS OR REGIONAL OFFICE: Office of the Administrator

ORGANIZATION HEAD: Division Director

REPORTS TO: Office Director

FUNCTIONS:

- Oversees OCHP coordination with Program Offices, Regions and internal and external partners to implement programs in communities focused on protection of Children's Environmental Health;
- Manages the Children's Health Protection Advisory Committee;
- Manages technical components of grants, coordinates outreach activities, oversees development and expansion of the Pediatric Environmental Health Specialty Unit (PEHSU) network, and works with the American Academy of Pediatrics to develop environmental health curricula for medical professionals;
- Participates in international dialogues related to Children's Environmental Health;
- Participates in intra- and interagency initiatives related to promotion of healthy homes and healthy schools; and
- Continues and expands efforts relating to asthma and other existing children's health initiatives, particularly in underserved communities.



CURRENT FUNCTIONAL STATEMENT

OFFICE: Office of Small Business Programs

HEADQUARTERS OR REGIONAL OFFICE: Office of the Administrator

ORGANIZATION HEAD: Director, Office of Small Business Programs

REPORTS TO: The Administrator/Deputy Administrator

FUNCTIONS:

The Office of Small Business Programs, under the supervision of a Director, reports directly to the Administrator and Deputy Administrator and is responsible for developing policies and procedures implementing the functions and duties under Sections 8 and 15 of the Small Business Act, as amended by P.L. 95-507 (October 24, 1978). The Office develops policies and procedures implementing the provisions of Executive Orders 11625, 12432 and 12138, and is responsible for developing policies and procedures for implementing the requirements of section 105(f) of P.L. 99-499, Section 129 of P.L. 100-590, and certain requirements of P.L. 101-549 and P.L. 102-389. The Office develops policies and procedures that implement Executive Orders 13216, 13230, 13256 and 13270 to advance development of the Nation's full human potential and/or increase opportunities for Minority Academic Institutions (MAIs) to participate in Federal programs. The mission of the U.S. Environmental Protection Agency's Office of Small Business Programs is to support the protection of human health and the environment by advocating and advancing the business, regulatory, and environmental compliance concerns of small and socio-economically disadvantaged businesses, and minority academic institutions. It establishes policies, guidance and assistance to small and disadvantaged businesses, including small businesses in rural areas, minority businesses, women-owned businesses, and other socioeconomic groups. The Office furnishes information and assistance to the Agency's program offices and Regional offices responsible for carrying out related activities, and represents EPA at hearings, interagency meetings, conferences and other appropriate forums on matters related to the advancement of small businesses wishing to provide goods/services to EPA, small businesses that are impacted by EPA regulations and enforcement actions, and MAIs wishing to partner with, or provide services to, EPA. In addition, the Office has responsibility for the Federal Asbestos Small Business Ombudsman (ASBO), who provides oversight to 50 state and three territorial Small Business Environmental Assistance Programs. All Agency MAI functions, with the exception of the Agency's Memorandum of Understanding with Howard University, will be coordinated by the Office of Small Business Programs.

The Office develops, in collaboration with the Office of Acquisition Management in the Office of Administration and Resources Management and other appropriate EPA offices and Regions, programs to stimulate and improve the involvement of small businesses, minority-owned businesses, labor surplus area firms, service-disabled veteran-owned small businesses, and

women-owned business enterprises in the overall EPA procurement process. It monitors and evaluates Agency performance in achieving EPA goals and objectives in the above areas, and recommends the assignment of EPA technical advisors to assist designated Procurement Center Representatives of the Small Business Administration in their duties related to Sections 8 and 15 of the Small Business Act, as amended.

The Office also develops, in collaboration with the Office of Human Resources and other program offices and Regions, programs to stimulate and improve partnerships with MAIs, including Historically Black, Hispanic Serving and Tribal colleges and/or universities. The Office is responsible for ensuring that small, minority- and women-owned firms are given the opportunity to receive a "fair share" of procurements awarded under all Agency financial agreements. It develops policies and procedures to aid these business entities with the assistance of the Grants Administration Division in the Office of Administration and Resources Management, and the Grants, Contracts, and General Law Divisions in the Office of General Counsel. It is responsible for the collection of data and for monitoring the effectiveness of the program, and serves as the principal focal point between EPA and the Minority Business Development Agency in the U.S. Department of Commerce.

The Office is responsible for internal training programs to enhance the capabilities of EPA personnel responsible for assisting small, minority- and women-owned businesses. It also is responsible for ascertaining the needs for providing external specialized training programs to assist small, minority and women-owned businesses. This training is to help these businesses to participate in contracting with the Agency directly, and in procurements awarded under EPA financial assistance agreements.

In addition, the Office houses the Asbestos Small Business Ombudsman, who provides guidance and assistance to small businesses on regulatory issues concerning EPA's mission by:

- Serving as EPA's gateway for small businesses by improving small businesses' access to EPA, and thus facilitating communications between small businesses and the Agency;
- Developing and implementing the Agency's Asbestos Small Business Strategy to improve both the environmental regulations that impact small businesses and their level of compliance with environmental regulations;
- Overseeing and monitoring the development and implementation of the three components of state and territorial Small Business Assistance Programs developed under section 507 of the 1999 Clean Air Act Amendments, which includes: Small Business Ombudsmen (SBOs), Small Business Environmental Assistance Programs, and state Compliance Advisory Panels;
- Reporting to Congress on the effectiveness of the Small Business Environmental Assistance Program nationwide and on its adherence to the Paperwork Reduction Act, the Regulatory Flexibility Act, and the Equal Access to Justice Act;
- Increasing the development and delivery of information about small business characteristics, impacts and needs to the Agency;
- Advocating for small businesses by integrating an awareness of small businesses into EPA's core functions to increase the consideration within the Agency of small business

- needs, issues, and potential impacts during EPA's rulemaking, enforcement and policy-development activities;
- Engaging the small business community to represent their specific concerns and interests with regard to environmental policies and protection;
 - Working with Agency program offices to promote environmental practices in small businesses and assisting small businesses through regulations, education, and advocacy; and
 - Working with OPEI's Office of Regulatory Policy and Management to ensure EPA's compliance with all aspects of the Small Business Regulatory Enforcement Fairness Act (SBREFA).

The MAI function in the Office of Small Business Programs:

- Works with MAIs, EPA's program offices and EPA's Regional offices to increase partnerships between EPA and MAIs;
- Reviews court decisions, pending legislation, legal trends, and policy guidance to ensure that EPA fulfills its obligations to MAIs, as established by law, Executive Order, and other relevant authority;
- Drafts outreach strategies, provides technical assistance, disseminates capacity assessments, and establishes viable contacts for partnerships with MAIs;
- Promotes awareness of EPA's goals, initiatives, and partnership opportunities by meeting with MAI representatives, federal agencies, private sector partners and non-profit organizations; and
- Reviews the Agency's annual Performance Reports and Plans for support of MAIs to stimulate support of those institutions.



PROPOSED FUNCTIONAL STATEMENT

OFFICE: Office of Policy

HEADQUARTERS OR REGIONAL OFFICE: Office of the Administrator

ORGANIZATION HEAD: Associate Administrator

REPORTS TO: The Administrator

FUNCTIONS: EPA's Office of Policy (OP) supports the Agency's mission by strengthening the analytical foundation upon which regulatory and policy decisions are made, recommending strategic policy and governance changes, helping to set priorities and identify challenges across the Agency's media silos, providing expertise in innovative analytical and management techniques, and assisting communities in meeting their environmental goals.

OP specifically performs the following major functions:

- Serves as the Agency's Regulatory Policy Officer, as such is involved at each stage of the regulatory process to foster the development of effective, innovative, and least burdensome regulations, and furthers the principles set forth in Executive Order 12866, "Regulatory Planning and Review."
- Serves as the Agency's Federalism Official, as such must include, for actions with federalism implications, a certification from the official to ensure compliance with Executive Order 13132, "Federalism," stating that the requirements of the order have been met in a meaningful and timely manner.
- Serves as the Agency's Economics Advisor, as such helps ensure that the Agency relies on sound economic science to support its activities and advises the Administrator on all economics issues as they relate to EPA policies, regulations, procedures and decisions.
- Provides procedural management and planning of Agency standards, regulations, guidelines, and information collection activities. Executes the Administrative Procedure Act and the Paperwork Reduction Act; and assures consideration of Regulatory Flexibility Act requirements in the Agency's regulatory decisions. In particular, advocates for appropriate Small Business outreach and accommodation in EPA rule-making, and coordinates the Agency's compliance with the Small Business Regulatory Enforcement and Fairness Act (SBREFA).
- Manages the Agency's regulatory development and review process.
- Participates in the development of Agency regulations and policies to ensure that decision processes are invested with high quality science and economic analysis and timely



information, and that a range of well-conceived policy alternatives are available for senior management consideration.

- Provides critical economic analyses to augment and support the Agency's understanding of the financial and societal impacts of environmental policies and regulations. Conducts economic research that leads to the development of analytic tools used by Federal, State and local governments.
- Provides expertise and recommendations for improvements to increase certainty and reduce burden for industry sectors while maintaining environmental protection.
- Provides leadership on the National Environment Policy Act (NEPA) and permitting matters.
- Provides leadership in identifying and analyzing emerging, cross-cutting issues of significance to the Agency.
- Promotes change and Agency-wide integration of new practices that result in reduced burden to stakeholders and increased achievements in environmental protection.
- Provides leadership to ensure the needs and interests of special populations, such as environmental justice communities are considered in all agency activities.
- Facilitates the formulation and deployment of strategies and tools to address priority issues and advance sustainable outcomes in a manner that ensures both economic growth and environmental protection for all parts of society, including historically underserved communities.
- Assists communities in meeting their environmental objectives.
- Works with communities and development interests to identify practices and models that reduce the environmental impact of development; analyzes and disseminates those practices, and creates tools, models and data that assist communities as they strive to minimize environmental impacts among alternative development choices; and promotes best practices through analysis and research, public education, and technical assistance.
- Develop policies, regulations, standards, guidelines, models, tools, data and spending priorities that support the Agency's mission by fostering outcomes in the built environment that protect environmental quality, public health and avoid disproportionate harm to disadvantaged communities.
- Develops and supports strategic management practices to enhance Agency effectiveness through program analysis, program evaluation and the development and deployment of other management strategies, including Lean, that enhance productivity and improve the effectiveness of Agency programs and priorities.



PROPOSED FUNCTIONAL STATEMENT

OFFICE: Operations Office

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Operations Director

REPORTS TO: Principal Deputy Associate Administrator

FUNCTIONS: The Operations Office:

- Provides management and analytical support to the OP leadership on strategy & business matters.
- In coordination with other offices, as appropriate, oversees the implementation and management of cross-functional activities that include:
 - all budgetary and extramural requirements (e.g., annual work plans, fiscal year budget, procurement, contracting, grants, supplies/inventory, equipment);
 - human resources;
 - operational policies and procedures;
 - technology services;
 - correspondence; and
 - other administrative and operational responsibilities for the Office.
- Provides technical guidance on administrative processes or applications such as: Concur, People Plus, FPPS, Compass, FOIA, COOP/Disaster Recovery/Business Continuity, Controlled Document Tracker, Share Point, Records Management.
- Performs a wide variety of research, analytical and evaluative work, projects and/or studies related to the effectiveness and efficiency of administrative and organizational activities.
- Ensures that administrative and operational policies, procedures, etc. comply with laws, regulations and other EPA policy.
- Serves as the liaison between OP and other organizations within EPA regarding designated administrative and program activities.



PROPOSED FUNCTIONAL STATEMENT

OFFICE: Sectors Team

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Director, Sectors Team

REPORTS TO: Associate Administrator

FUNCTIONS: The Sectors Team will coordinate and collaborate with OP offices, other agency offices, and beyond to acquire and share information and insight and help rethink how EPA engages with industry in order to reduce regulatory burden, increase certainty, and improve the ability of both EPA and industry to conduct long range regulatory planning, while at the same time protecting human health and the environment.

The Sectors Team will develop expertise in industry operations through engagement and site visits; and build relationships with key industry players at the facility, company and trade association level. By collaborating and engaging industries the Sectors Team will be able to:

- Improve customer service to manufacturing sectors;
- Build expertise in each industry's operations and environmental performance;
- Establish relationships with key stakeholders to inform planning of future regulations, as well as to avoid "pancaking" (uncoordinated development of multiple regulations affecting an industry) and path dependency issues (which rule moves first affecting compliance costs and options); and
- Develop efficient, effective, customer-oriented solutions to environmental problems.



PROPOSED FUNCTIONAL STATEMENT

OFFICE: Office of Strategic Environmental Management

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Office Director, Office of Strategic Environmental Management

REPORTS TO: Associate Administrator

FUNCTIONS: The Strategic Environmental Management Staff helps EPA and others make the strategic policy and governance changes necessary to meet the Agency's goals now and in the future. Specifically, the Office promotes strategic management practices to enhance Agency effectiveness through program analysis and the development and deployment of other management strategies (e.g., administrative lean, business process improvement techniques) that enhance productivity and improve the effectiveness of Agency programs and priorities.



PROPOSED FUNCTIONAL STATEMENT

OFFICE: Office of Regulatory Policy and Management

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Office Director, Office of Regulatory Policy and Management

REPORTS TO: Associate Administrator

FUNCTIONS: The Office of Regulatory Policy and Management (ORPM) serves as the control point for planning and managing the Agency's regulation and policy development efforts and for ensuring that EPA uses the most appropriate analytic information in determining regulatory policy. ORPM oversees the regulatory infrastructure and encourages appropriate analysis of priority and cross-media regulatory and policy actions. To accomplish this, the Office works with program offices as early as feasible in the regulatory and policy development processes to: consider a range of regulatory and policy options in decision-making; incorporate input from the Agency's consultations with advisory groups, state, local and tribal governments and other external stakeholders; and strengthen the quality and consistency of regulations and other significant non-regulatory decisions. ORPM supports consideration of small entity impacts through leading implementation of the Regulatory Flexibility Act, as amended by the Small Business Regulatory Enforcement Fairness Act (RFA/SBREFA), as well as responsibilities derived from the Small Business Act, the Paperwork Reduction Act. ORPM serves as the Agency's liaison with the Office of Management and Budget's Office of Information and Regulatory Affairs. ORPM also serves as the Agency lead for most Executive Orders related to regulation and small business.



PROPOSED FUNCTIONAL STATEMENT

DIVISION: Regulatory Management Division

OFFICE: Office of Regulatory Policy and Management

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Division Director, Regulatory Management Division

REPORTS TO: Office Director, ORPM

FUNCTIONS: The Regulatory Management Division (RMD) manages the Agency's environmental regulation, policy and guidance development process. In collaboration with EPA program and regional offices, RMD defines internal procedures and processes, oversees implementation of Executive Orders related to regulation development, tracks action development milestones, and trains managers and staff. RMD acts as liaison to the Office of Management and Budget for regulations undergoing interagency review. RMD leads the Agency's implementation of the Regulatory Flexibility Act, as amended by the Small Business Regulatory Enforcement Fairness Act (RFA/SBREFA). RMD coordinates EPA efforts aimed at providing the public information related to EPA activities.

In particular, RMD performs the following functions:

- Manages the Agency's regulation development and review process - including collaborating with EPA's national program and regional offices;
- Tracks internal management milestones for regulations, key policies, and significant guidance documents;
- Develops and provides training to Agency executives, managers and staff on regulation development and the Agency's regulatory development process;
- Provides counsel to EPA programs and regions related to the requirements of the RFA/SBREFA.
- Staffs the Small Business Advocacy Chair and Small Business Advocacy Panels, as necessary;
- Maintains liaison with the regulatory and information management offices with the Office of Management and Budget and within other Federal agencies, including transmitting EPA actions for interagency review and managing EPA's review of other Department and Agency regulations and policies undergoing interagency review;
- Provides the public with information about EPA's regulatory activities through websites and coordination of the Agency's Regulatory Plan and Agenda;
- Advocate and advance the regulatory, and environmental compliance concerns of small businesses that are impacted by EPA regulations and enforcement actions;



- Advocating for small businesses by integrating an awareness of small businesses into EPA's core functions to increase the consideration within the Agency of small business needs, issues, and potential impacts during EPA's rulemaking, enforcement and policy-development activities; and
- Engaging the small business community to represent their specific concerns and interests with regard to environmental policies and protection.



PROPOSED FUNCTIONAL STATEMENT

DIVISION: Policy and Regulatory Analysis Division

OFFICE: Office of Regulatory Policy and Management

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Division Director, Policy and Regulatory Analysis Division

REPORTS TO: Office Director, ORPM

FUNCTIONS: The Policy and Regulatory Analysis Division contributes to the development of Agency regulations and policies across all media. The Division ensures that Agency decision processes are invested with high quality and timely information. The Division encourages appropriate consideration of relevant science, economic, and policy factors and supports consideration of an appropriate range of alternatives to achieve the best overall environmental results.

In particular, PRAD performs the following functions:

- Participates in regulation or policy development workgroups;
- Develops, evaluates and recommends policy approaches that achieve more cost-effective environmental regulations, policies or programs; and
- Encourages development and exchange of relevant data and information leading to timely managerial decision;
- Promotes appropriate consideration of policy alternatives;
- Encourages transparent presentation of scientific, economic, and other technical issues, including uncertainties.
- Promotes appropriate consideration of policy alternatives;
- Identifies and helps resolve cross-Agency issues;
- Supports the implementation of the Administrator's priorities into Agency regulations, policies and program;
- Develops management reports for EPA's Administrator and Deputy Administrator related to upcoming regulatory, policy or guidance determinations or decisions; and
- Acts as a liaison with the Office of Management and Budget during interagency review of specific EPA actions.



PROPOSED FUNCTIONAL STATEMENT

OFFICE: Office of Community Revitalization

HEADQUARTERS OR REGIONAL OFFICE: National Center for Community Solutions,
Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Office Director, Office of Community Revitalization

REPORTS TO: Associate Administrator

FUNCTIONS: The Office of Community Revitalization (OCR) performs the following functions:

- Supports locally led, community driven solutions to environmental and economic development challenges through our convening power, tools and technical assistance. Assistance is provided at the community's request on issues, such as cleanup and reuse of abandoned and underused properties; diversifying economies through food systems, broadband infrastructure, light manufacturing, and health care institutions; disaster recovery and resilience, and green and compete street designs.
- Provides a leadership role in coordinating the Cross-Agency Communities Team, consisting of staff from each National Program Office and Region, who are empowered to bring flexible financial resources and expertise of each office to meet distressed communities' needs.
- Works with other agencies to address environmental outcomes in distressed communities. Through the innovative use of memorandum of agreements and interagency agreements, OSC is able to bring additional resources to communities to meet environmental, economic and infrastructure challenges.
- Provides technical assistance and expertise by working directly with nearly 600 distressed communities, the majority of which are in rural areas. OSC been invited by dozens of state and Tribal governments to advise on critical policy challenges, such as flood resilience, and economic and infrastructure challenges, among others.
- In partnership with the regions, works collaboratively with community-focused stakeholders, including local government trade associations, community foundations, colleges and universities, environmental advocacy organizations, conservation groups, and land development trade associations.



- Works with federal, state, local and tribal governments, as well as NGOs and business organizations, to develop policies, regulations, standards, guidelines, models, tools, data, spending priorities, and technical assistance related to legislative proposals that support the Agency's mission by fostering outcomes in the built environment that protect environmental quality, public health and avoid disproportionate harm to disadvantaged communities.



PROPOSED FUNCTIONAL STATEMENT

DIVISION: Federal and State Division

OFFICE: Office of Community Revitalization

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Division Director, Federal and State Division

REPORTS TO: Office Director, Office of Community Revitalization

FUNCTIONS: The Federal and State Division (FSD) performs the following functions:

- Works in partnership with federal agencies, including other parts of EPA, and with state governments, to advance cooperative federalism and develop policies, regulations, standards, guidelines, spending priorities, and technical assistance to legislative proposals that spur on environmental and public health benefits and economic revitalization;
- Provides expertise and advice to other federal agencies on how to create better outcomes for the environment and taxpayers by ensuring that the effects of federal actions on development patterns, building design, building management and environmental quality become a consideration as agencies undertake their missions;
- Works across EPA offices to develop EPA regulatory policies which can improve environmental quality by creating incentives and encouraging better economic development, and land use approaches such as brownfield redevelopment, infill development, and economic revitalization that supports improved environmental outcomes;
- Provides analysis and guidance on state investment decisions and policies related to environmental, land use and transportation planning; economic and community development; and building design and retrofits;
- Convenes key stakeholders on development issues at the state and federal/national levels (policymakers, NGOs, other parties) to share best practices and educate them on the environmental consequences of differing patterns of development and the environmental, economic and health benefits of community revitalization.



PROPOSED FUNCTIONAL STATEMENT

DIVISION: Community Assistance and Research Division

OFFICE: Office of Community Revitalization

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Division Director, Community Assistance and Research Division

REPORTS TO: Office Director, Office of Community Revitalization

FUNCTIONS: The Community Assistance and Research Division (CARD) performs the following functions:

- Manages and delivers applied research and technical assistance to state agencies, regional planning organizations, counties and municipalities to promote improved environmental outcomes and economic revitalization at both the neighborhood and regional scale;
- Develops new tools communities can use to evaluate the environmental implications of land use, transportation and housing policies and investments;
- Helps communities with limited planning capacity pursue more environmental benefits and economic revitalization;
- Conducts research on emerging issues related to land development, community design, building design, and improved environmental outcomes;
- Produces technical reports, implementation tools and other resource materials providing examples of innovative approaches to comprehensive land use planning, development approval, brownfield redevelopment, transportation investments, and house policies.



PROPOSED FUNCTIONAL STATEMENT

OFFICE: Office of Environmental Justice

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Office Director, Office of Environmental Justice

REPORTS TO: Associate Administrator

FUNCTIONS: The Office of Environmental Justice (OEJ):

- Provides a comprehensive set of approaches to build community capacity to better understand their issues and work for solutions, including EJ Small Grants, EJ Collaborative Problem Solving Cooperative Agreements and the Technical Assistance for Communities program. OEJ also convenes the NEJAC, which helps historically underrepresented communities access the agency and provides advice and recommendation to the EPA Administrator.
- Works with all programs and regions to strengthen their community involvement efforts and to identify, assess and consider community issues in their decision making process. Working with our programs and regions, OEJ led the development of critical tools such as EJSCREEN and guidance on incorporating EJ in our regulatory programs.
- Supports and convenes the EJ Interagency Working Group, consisting of seventeen federal agencies, to marshal the resources of the federal government to address the multi-faceted environmental, economic and public health issues confronting underserved and vulnerable communities around the United States.
- Works with EPA's regions and programs to engage business and industry, academia and civil society to identify new resources for communities and engages them on building partnerships that leverages expertise and resources for achieving community-driven solutions. OEJ supports innovative approaches such as the College/Underserved Community Partnership Program (CUPP).
- OEJ and EPA's regions engage in work on an ongoing basis with individual states and Tribes, many of whom are leaders on environmental justice, to address community issues and work with the Environmental Council of the States and other associations to promote best practices and EJ consideration at the state and Tribal level.



PROPOSED FUNCTIONAL STATEMENT

OFFICE: National Center for Environmental Economics

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Office Director, National Center for Environmental Economics

REPORTS TO: Associate Administrator, Office of Policy

FUNCTIONS: The National Center for Environmental Economics (NCEE) provides economic and environmental expertise, leadership, analysis, and support to Agency activities. Specifically, the Center performs the following functions:

- Supports OP's Associate Administrator's role as the Agency's Economic Advisor;
- Provides expert economic analysis and data management support for EPA and other environmental partners, stakeholders, and customers;
- Develops and maintains, for public access, official Agency economic work products;
- Provides a focal point for Agency economic policy, economic research methods and needs, specialized economic analytical procedures and training in the application of economics;
- Undertakes leading economic studies for use by EPA program offices, regions, and other government environmental management institutions;
- Coordinates peer review of EPA-funded economic work products and manage production of publications for applied environmental economic studies;
- Analyzes cross-cutting issues and legislative proposals for the Associate Administrator, OP;
- Catalyzes changes in policy and behavior by providing decision makers with technically sound, proficient, economic and policy analysis;
- Implements innovative programs and strategies, placing special focus on cross-sectoral, intergenerational, and international issues;
- Fosters collaborative working relationships with other EPA program offices in an effort to maximize their capabilities relative to performing scientifically sound economic analysis;
- Addresses emerging economic and environmental issues;



- Provides expertise and leadership on program evaluation and evidence-based policy for the Agency; and
- Supports analysis to assess the potential implications of implementation programs and policies outlined in trade agreements and other international-setting activities.



PROPOSED FUNCTIONAL STATEMENT

OFFICE: Office of Federal Activities

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Office Director, Office of Federal Activities

REPORTS TO: Associate Administrator

FUNCTIONS: The Office of Federal Activities (OFA), under the supervision of a Director, reports to the Associate Administrator for Office of Policy (AA/OP). The Director acts as the national program manager for four major programs assigned to the Office and executed corporately across all ten Regions. These include serving in the capacity as a Cooperating Agency in the planning, development, and review of other agencies' Environmental Impact Statements (EISs) and other major actions under the authority of the National Environmental Policy Act (NEPA); reviewing and commenting in writing on the environmental impact of any matter relating to duties and responsibilities granted pursuant to §309 of the Clean Air Act; ensuring internal compliance with NEPA and related laws, directives, and Executive Orders on EPA federal actions; and executing the agency's international environmental impact assessment capacity building programs.

OFA also serves as the agency's principal point of contact and liaison with the Council on Environmental Quality (CEQ) and the other federal agencies and provides consultation and technical assistance to those agencies relating to EPA's areas of expertise and responsibility. OFA administers the filing and information system for all federal environmental impact statements under agreement with CEQ and serves as liaison with the CEQ on this function and related matters of NEPA program administration. The Office provides a central point of information for federal agencies and the public on NEPA and international "NEPA-like" processes and requirements.

OFA also serves as the agency's central point of contact for all Federal agencies on EPA issued permits and provides leadership on permitting streamlining, reform, and measurement across EPA programs.



PROPOSED FUNCTIONAL STATEMENT

DIVISION: NEPA Compliance Division

OFFICE: Office of Federal Activities

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Division Director, NEPA Compliance Division

REPORTS TO: Office Director, Office of Federal Activities

FUNCTIONS: The NEPA Compliance Division (NCD) develops and recommends national programs and internal policies, strategies and procedures for the following:

- Serving as a "Cooperating Agency" in the planning, development, and review of other agencies' Environmental Impact Statements (EISs).
- Review of other agencies' EISs and other major actions for environmental compliance pursuant to §309 of the Clean Air Act (CAA) and the Council on Environmental Quality (CEQ) NEPA implementing regulations.
- NEPA compliance for EPA actions and activities.
- Compliance with crosscutting requirements incorporated into NEPA, including but not limited to:
 - the Endangered Species Act
 - the National Historic Preservation Act
 - other environmental statutes including but not limited to the Clean Air Act; Clean Water Act; Emergency Community Planning and Right-To-Know Act; Federal Insecticide, Fungicide and Rodenticide Act; Pollution Prevention Act; Safe Drinking Water Act; Marine Protection, Research and Sanctuaries Act; Resource Conservation and Recovery Act; and the Toxic Substances Control Act.
- Serving as the federal government's subject matter experts for policy, governance, development, coordination, and execution of international "NEPA-like" Environmental Impact Assessment (EIA) programs.
- In addition, the Division performs the following corporate functions related to implementing its NEPA and CAA responsibilities:
 - Headquarters-level liaison with federal agencies to resolve problems.



- Planning, programing, budgeting, and execution of the agency's NEPA requirements.
- Headquarters lead on all regional NEPA issues, questions and concerns.
- Developer and administrator for the official public filing and information system for all Federal EISs and serves as liaison with CEQ on this function and related matters of NEPA program administration.
- EPA lead on process improvement initiatives relative to NEPA.
- Central point of information for the public on EISs and environmental impact assessment techniques and methodologies.
- Reviewing and commenting on the analysis of environmental impacts to non-Governmental activities proposed in Antarctica.
- Administrator for NEPASSIST, an online support tool for NEPA practitioners.



PROPOSED FUNCTIONAL STATEMENT

DIVISION: Permitting Policy Division

OFFICE: Office of Federal Activities

HEADQUARTERS OR REGIONAL OFFICE: Office of Policy, Office of the Administrator

ORGANIZATION HEAD: Division Director, Permitting Policy Division

REPORTS TO: Office Director, Office of Federal Activities

FUNCTIONS: The Permitting Policy Division (PPD) serves as the agency's central point of contact for all Federal agencies on EPA issued permits and coordinates with the EPA's three major permitting offices (Office of Air and Radiation, Office of Water, and Office of Land and Emergency Management) to establish and implement streamlining strategies resulting in consistency and timeliness for the issuance of permits. PPD provides coordination for the EPA's permitting activities through the following responsibilities:

- Serve as the EPA's advocate and central point of contact for all Federal agencies on EPA permits;
- Assist the EPA's three major permitting offices, Office of Air and Radiation (OAR), Office of Water (OW), and Office of Land and Emergency Management (OLEM) in efforts to streamline permit programs, identify and implement best practices, and develop meaningful metrics to measure performance consistently across the agency;
- Coordinate with OAR, OW, and OLEM to consistently promote best management practices across the Nation's state and federal environmental permitting programs;
- Increase transparency and accountability over Federally approved permit programs;
- Coordinate efforts across OAR, OW, and OLEM to identify meaningful performance metrics to measure and identify opportunities for improvement to delegated permit programs;
- Facilitate early coordination between the regulated community and state/federal permitting programs; and
- Facilitate timely and synchronized permit authorization within the environmental review process for major infrastructure projects.



PROPOSED FUNCTIONAL STATEMENT

BRANCH: International and Transportation Branch

DIVISION: Materials Recovery and Waste Management Division

OFFICE: Office of Resource Conservation and Recovery

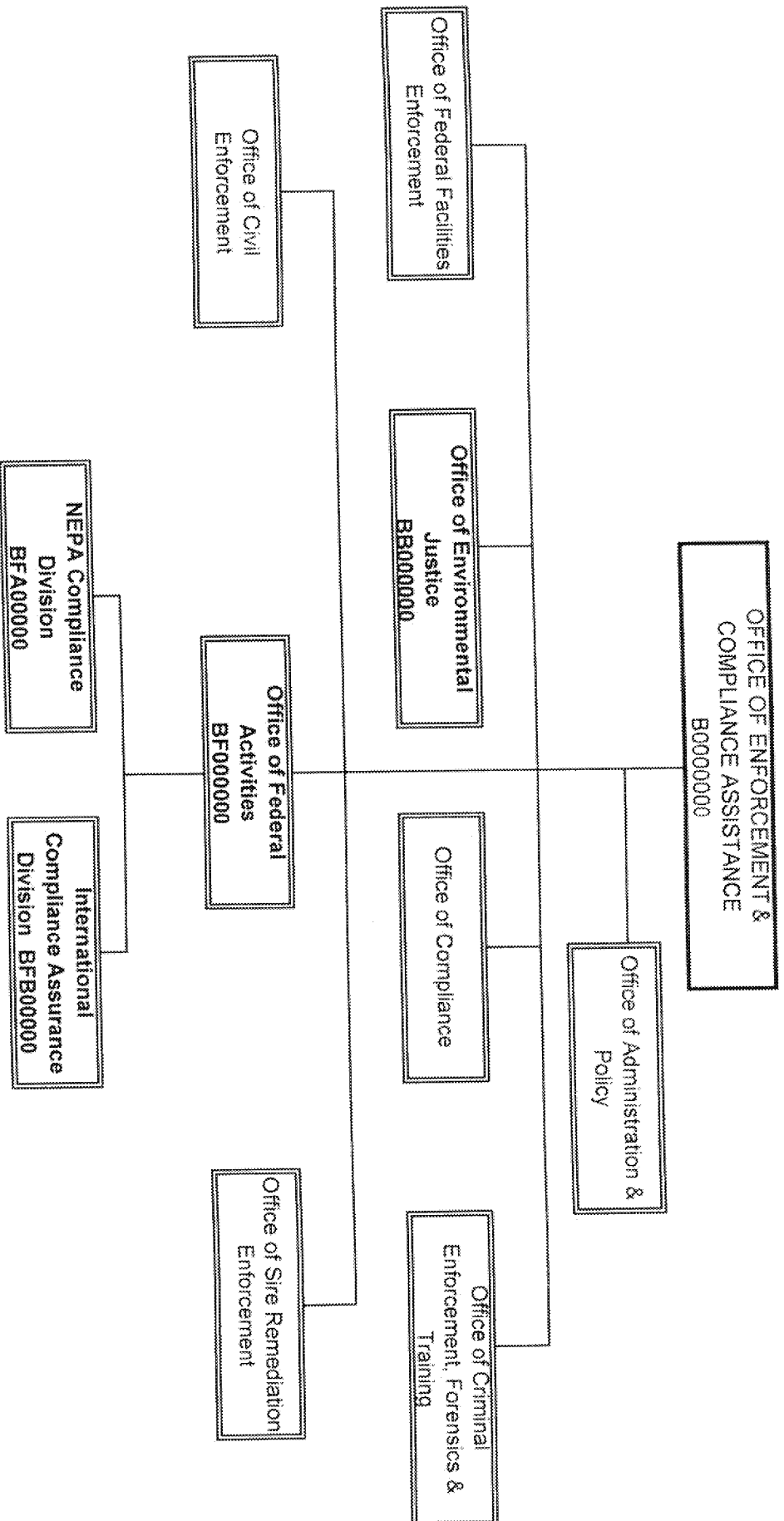
HEADQUARTERS OR REGIONAL OFFICE: Office of Land and Emergency Management

ORGANIZATION HEAD: Division Director, International and Transportation Branch

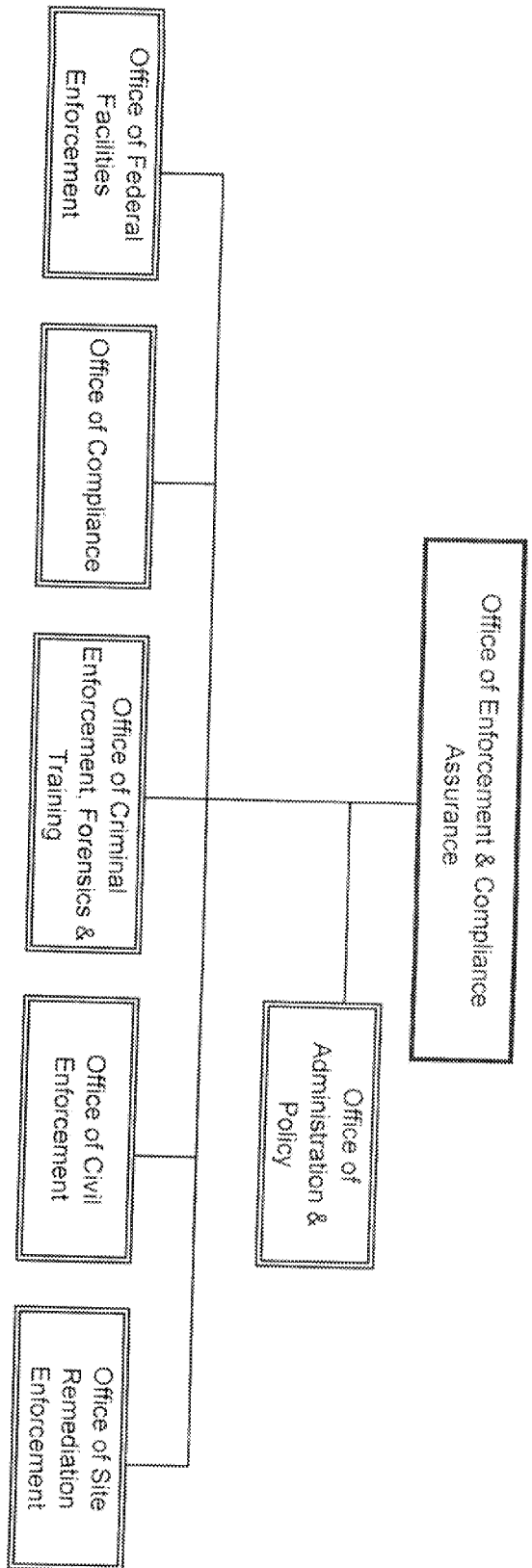
REPORTS TO: Division Director, Materials Recovery and Waste Management Division

FUNCTIONS: The International and Transportation Branch (ITB) is responsible for international waste issues, including representing the U.S. in international multilateral negotiations and major international meetings on waste issues. The Branch serves as the lead for waste issues on the Basel Convention, the Commission for Environmental Cooperation waste program and the US-Mexico Border program, implementing bilateral agreements on waste management in the border region. Further, the Branch is responsible for developing, revising, and interpreting import/export regulations and resolving other issues relating to international shipments of waste, including control of transboundary movements of hazardous waste under the Resource Conservation and Recovery Act (RCRA) and its implementing regulations. This would include consenting or objecting to imports and transits of hazardous waste, and acknowledging the consent or communicating the objection of the receiving country to a proposed U.S. exporter of such waste, tracking movements of hazardous waste (through its Waste International Import Export Tracking System (WIETS)), and preparing periodic and ad hoc reports. Additionally, issues related to the import and export of waste PCBs, including ships contaminated with PCBs, fall under this Branch's responsibility.

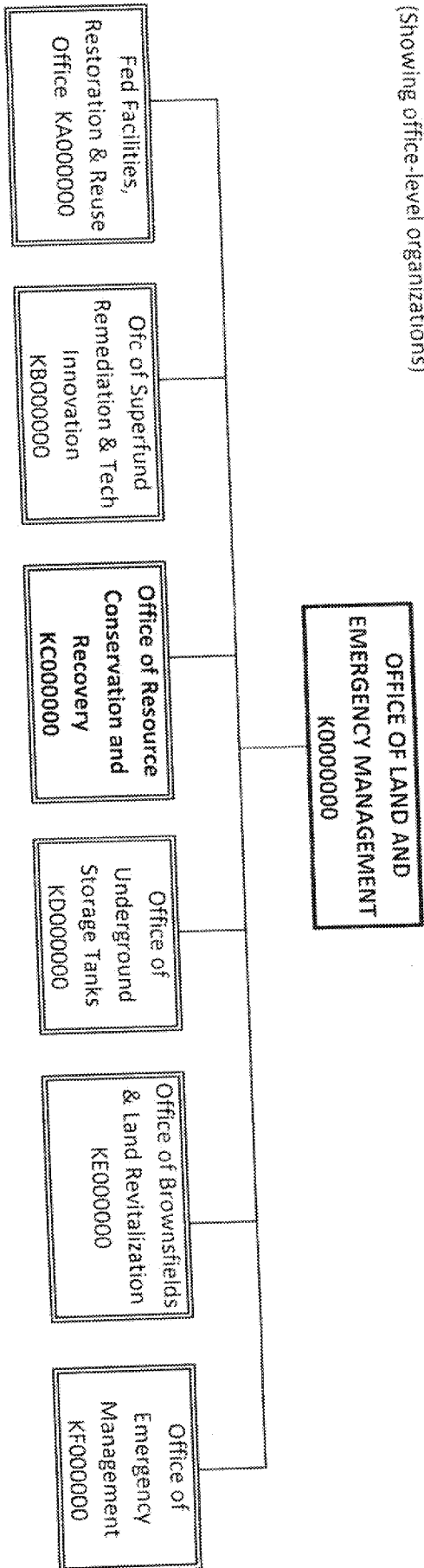
Office of Enforcement & Compliance Assurance
Current Organizational Chart



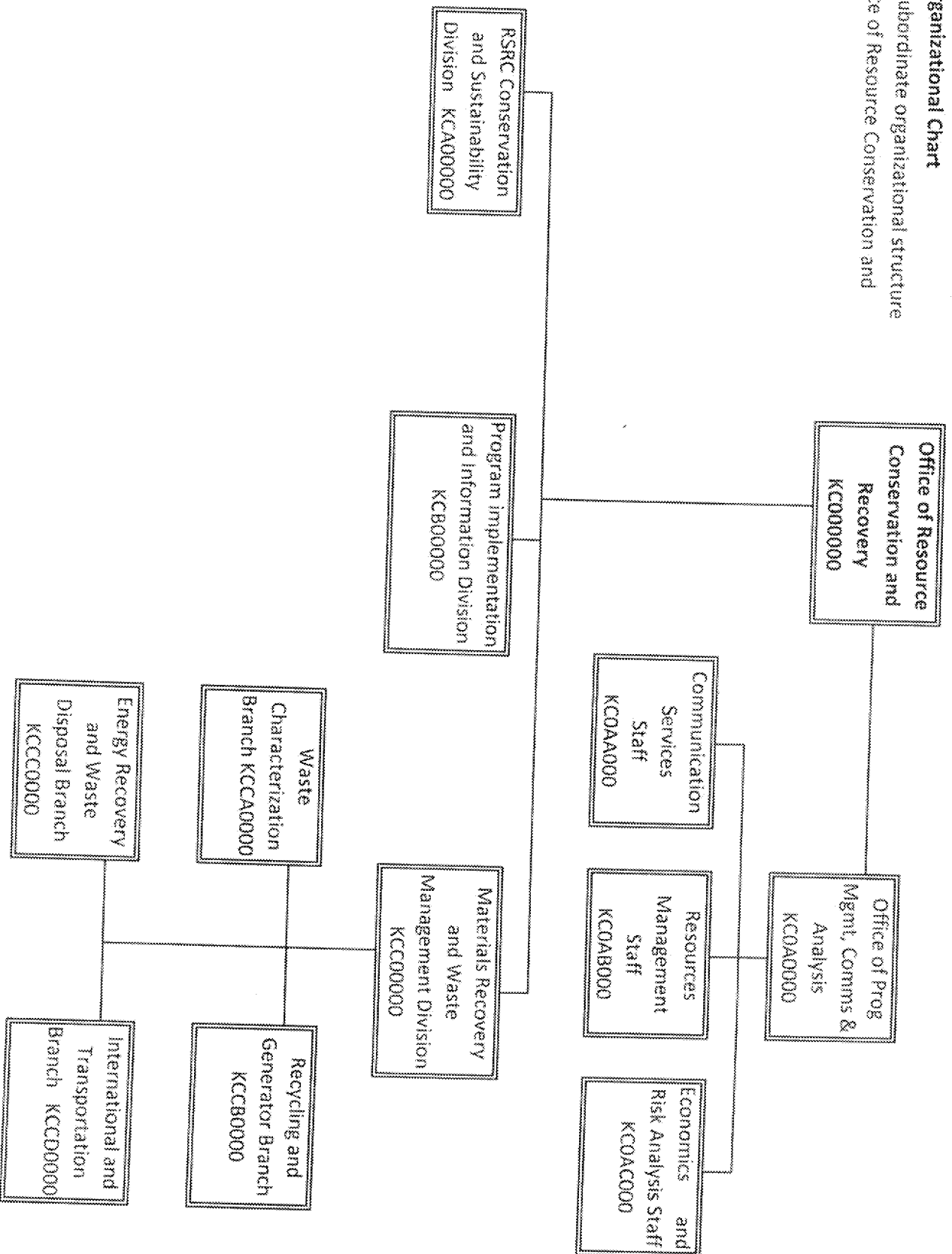
Proposed Organizational Chart



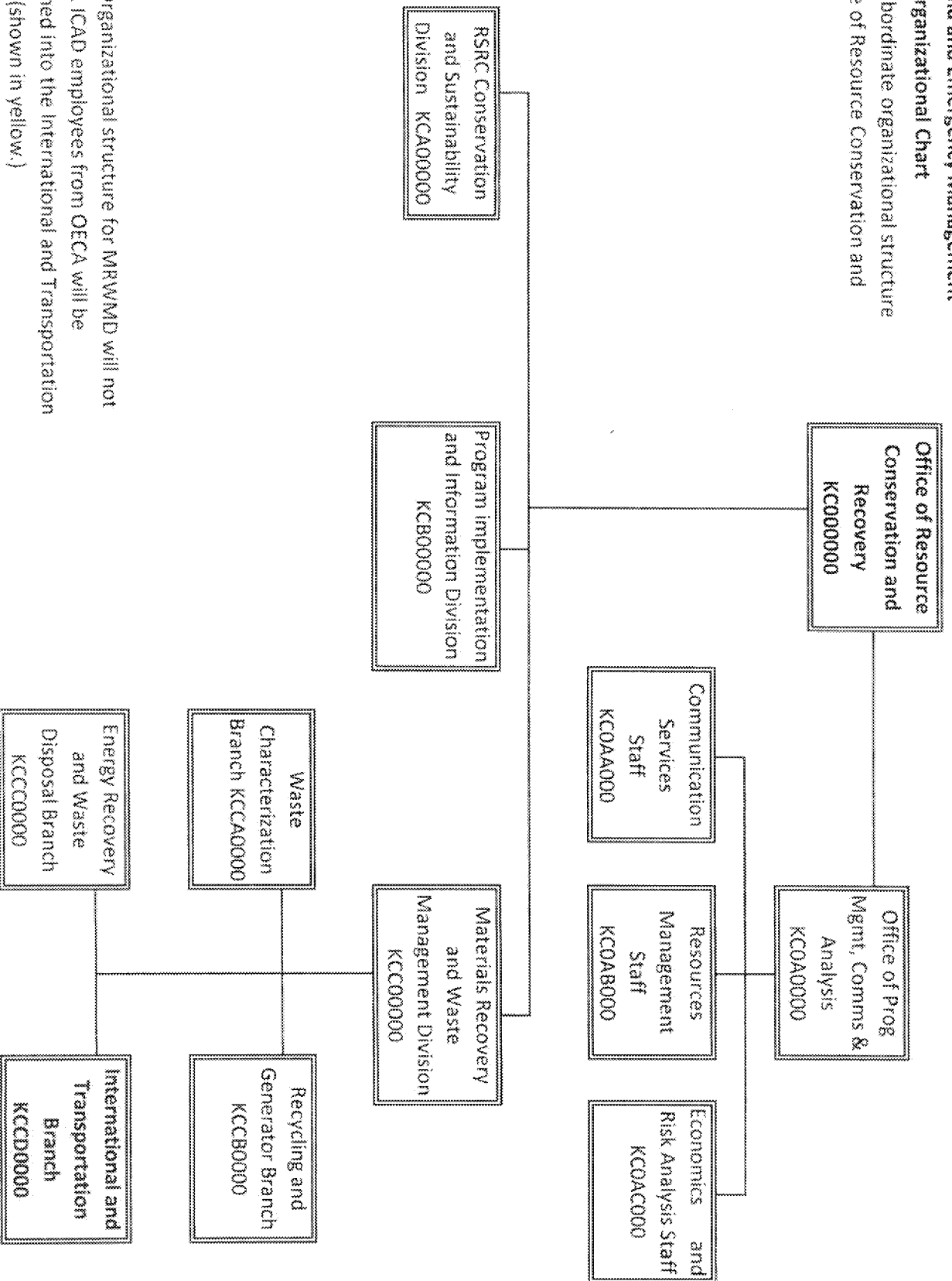
Office of Land and Emergency Management
Current Organizational Chart
(Showing office-level organizations)



Office of Land and Emergency Management
Current Organizational Chart
 (Showing subordinate organizational structure
 of the Office of Resource Conservation and
 Recovery)

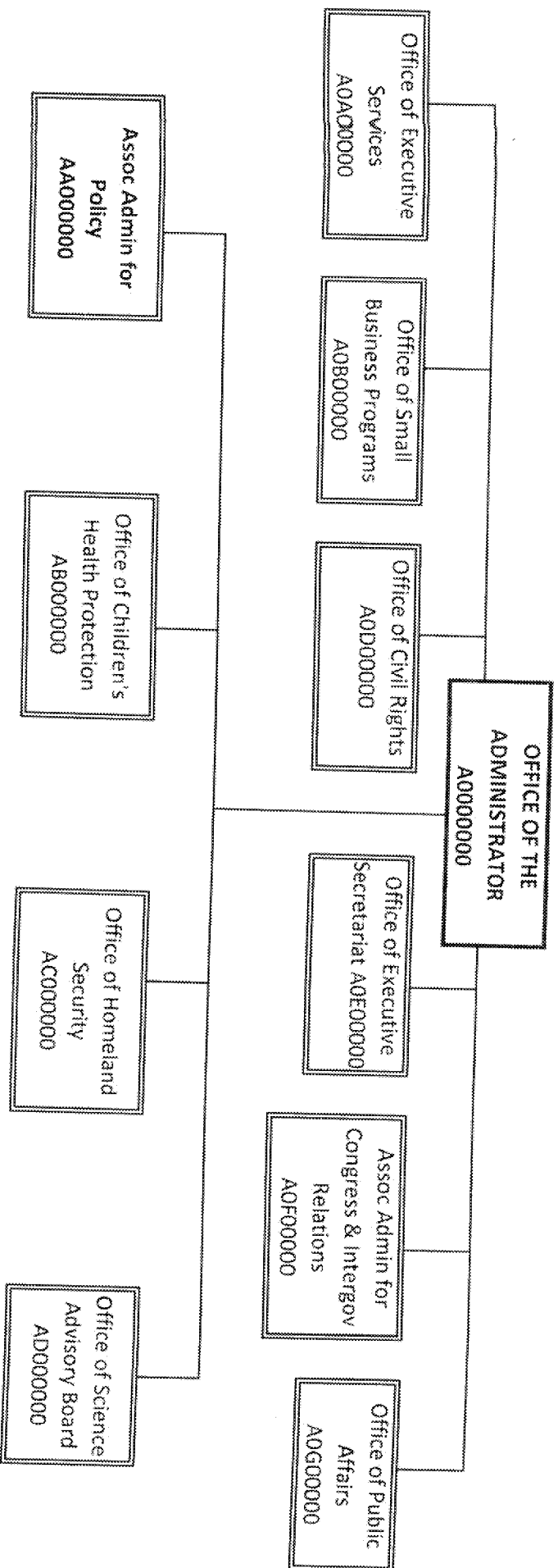


**Office of Land and Emergency Management
Proposed Organizational Chart**
(Showing subordinate organizational structure
of the Office of Resource Conservation and
Recovery)

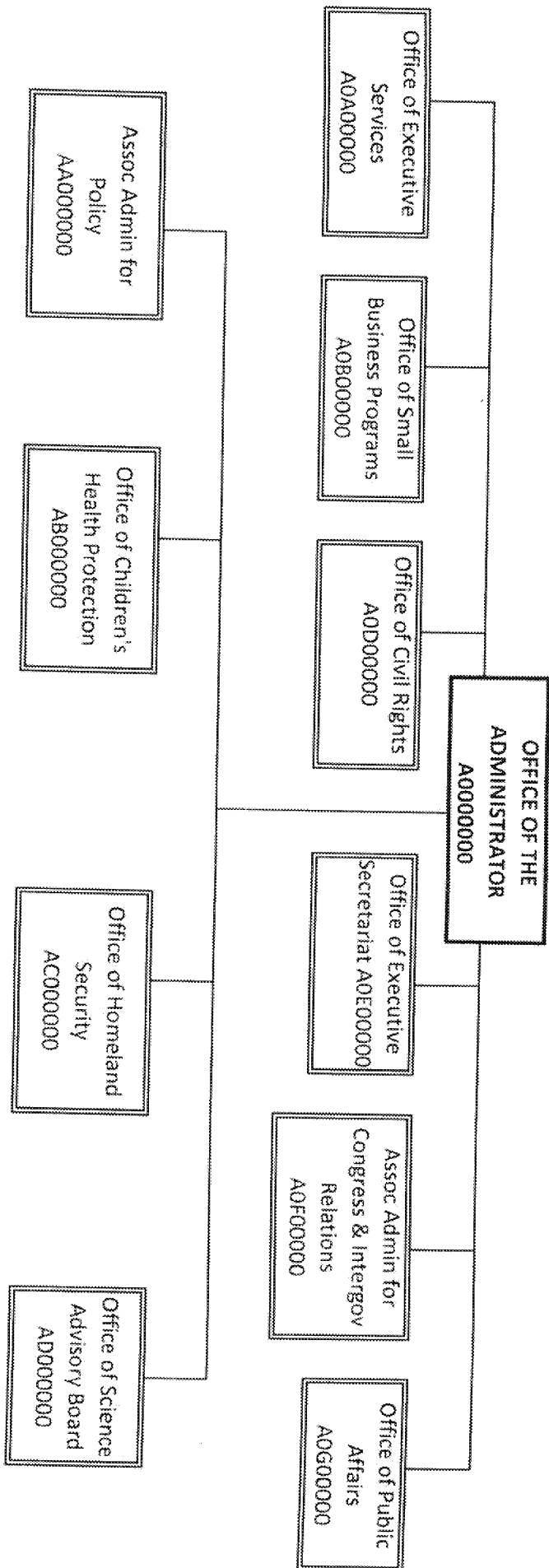


Note: Organizational structure for MRWMD will not change. ICAD employees from OECA will be reassigned into the International and Transportation Branch (shown in yellow.)

Office of the Administrator
Current Organizational Chart
(showing immediate report organizations only)

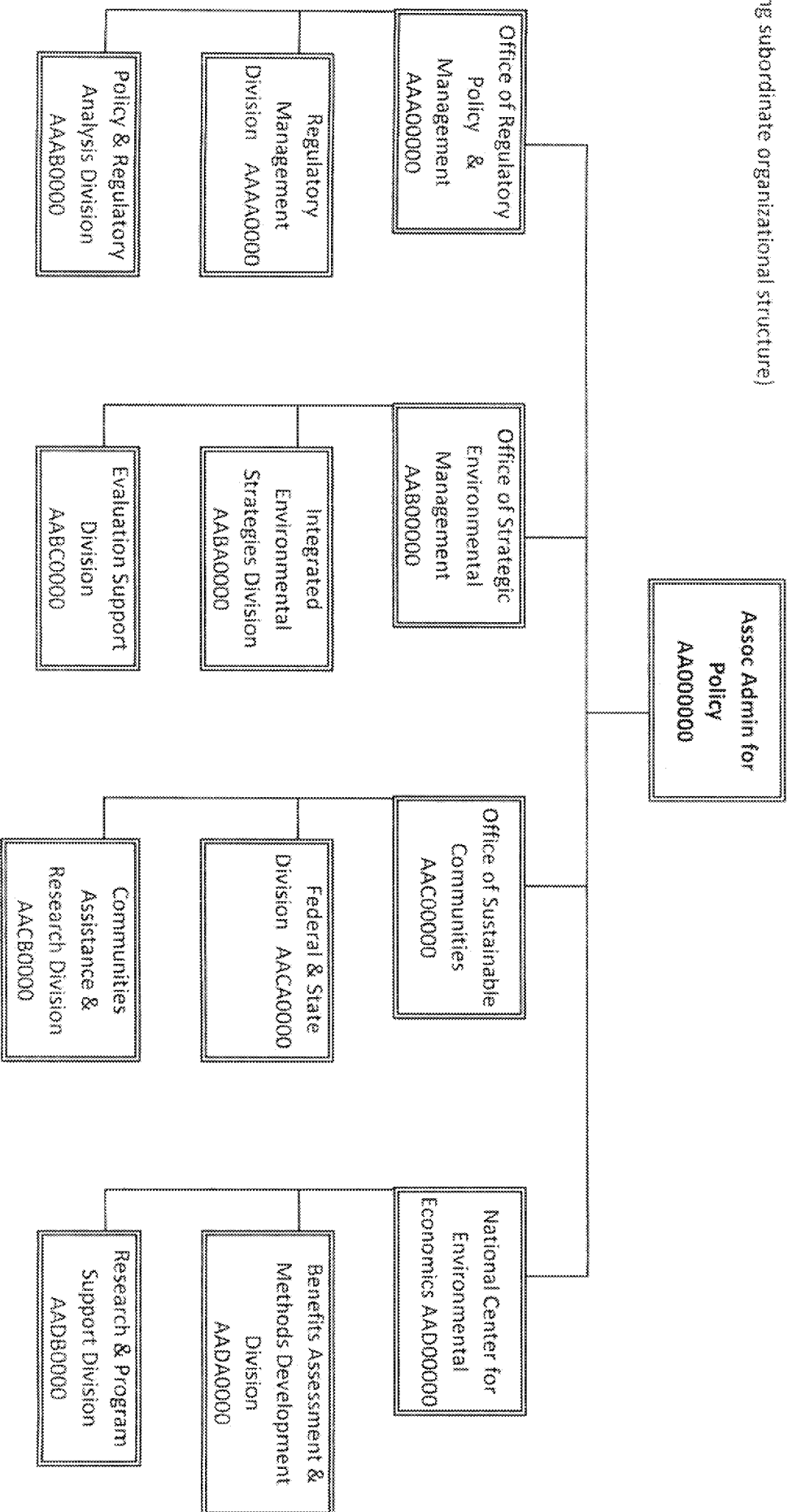


Office of the Administrator
Proposed Organizational Chart
(showing immediate report organizations only)

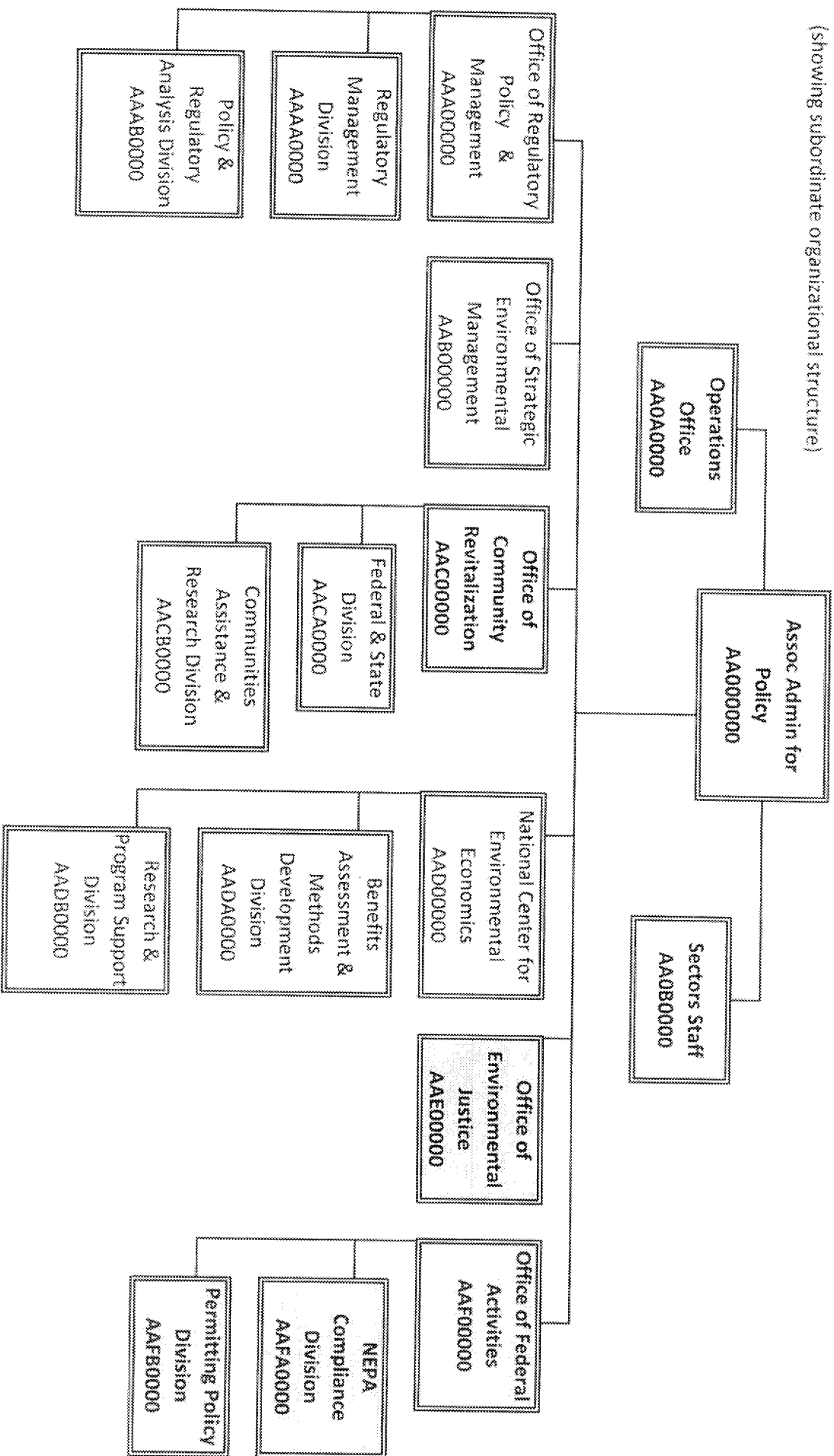


Office of the Administrator - Office of Policy
Current Organizational Chart

(showing subordinate organizational structure)



Office of the Administrator - Office of Policy
Proposed Organizational Chart
(showing subordinate organizational structure)



PROPOSED: ASSOCIATE ADMINISTRATOR, OFFICE OF POLICY AA000000 (No change to Title or Code)

(A) Current Org Code	(B) Current Acronym	(C) Name Employee	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
AA000000	OA	Ex. 6 Personal Privacy (PP)	SR POLICY COUN ASSOC ADM - POLICY	ES 0340 00	Ex. 6 Personal Privacy (PP)	R	
AA000000	AAOP		PRINCIPAL DEPUTY ASSOCIATE	ES 0340 00		NC	
AA000000	AAOP		SR DEPUTY ASSOC ADMIN FOR POLICY	ES 0340 00		NC	
AA000000	OA		SENIOR ADVISOR	AD 0301 00		R	
AA000000	AAOP		SENIOR ADVISOR	GS 0301 15		R	
AA000000	AAOP		PROGRAM ANALYST	GS 0343 15		NC	
AA000000	AAOP		ENVIRONMENTAL PROTECTION SPEC	GS 0028 15		NC	
			PROGRAM ANALYST	GS 0343 15			
			ENVIRONMENTAL PROTECTION SPEC	GS 0028 15			
			PROGRAM ANALYST	GS 0343 15			
			ENVIRONMENTAL PROTECTION SPEC	GS 0028 14			
			PROGRAM ANALYST	GS 0343 14			
			POLICY ASSISTANT	GS 0301 07			
			INFO MANAGEMENT SPECIALIST	GS 0301 12			
			SR ADVISOR FOR CLIMATE ADAPTATION	SL 1301 00			
1 Vice George Sugiawama, who's appointment expired 9-17-2017							

¹ vice George Sudivama, who's appointment expired 9-17-2017

² vice Brian Lora (was detailed to OP from OARM; detail expired 9-11-2017); FTE moved to OP immediate office

⁴ vice Thomas Marshall (detail); FTE moved to OP immediate office

⁵ vice Wanda Alston (reassigned into OGC); FTE moved to OP immediate office

PROPOSED: OPERATIONS OFFICE AA0A0000 (New Org and Code)

(A) Current Org Code	(B) Current Acronym	(C) Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
AA000000	AAOP	Ex. 6 Personal Privacy (PP)	SUPVY PROGRAM ANALYST	GS 0343 15		L	
AA000000	AAOP		PROGRAM ANALYST	GS 0343 15		L	
AA000000	AAOP		PROGRAM ANALYST	GS 0343 14		L	
AA000000	AAOP		PROGRAM ANALYST	GS 0343 14		L	
			LEAD PROGRAM ANALYST	GS 0343 14			
AA000000	AAOP		PROGRAM ANALYST	GS 0343 13		L	
AA000000	AAOP		PROGRAM ANALYST	GS 0343 13		L	
AA000000	AAOP		PROGRAM ANALYST	GS 0343 13		L	
AA000000	AAOP		PROGRAM ANALYST	GS 0343 12		L	
AA000000	AAOP		PROGRAM SPECIALIST	GS 0301 12		L	
AA000000	AAOP	PROGRAM ANALYST	GS 0343 12		L		
AA000000	OSEM	ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		R	to 343	
AABA0000	IESD	ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		R	to 343	
AA000000	OSC	MANAGEMENT ANALYST	GS 0343 13		R	to 343	

Ex. 6 Personal Privacy (PP)							
(A) Current Org Code	(B) Current Acronym	(C) Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
AA000000	AAOP	Ex. 6 Personal Privacy (PP)	SUPVY PROGRAM ANALYST	GS 0343 15		L	
AA000000	AAOP		PROGRAM ANALYST	GS 0343 15		L	
AA000000	AAOP		PROGRAM ANALYST	GS 0343 14		L	
AA000000	AAOP		PROGRAM ANALYST	GS 0343 14		L	
			LEAD PROGRAM ANALYST	GS 0343 14			
AA000000	AAOP		PROGRAM ANALYST	GS 0343 13		L	
AA000000	AAOP		PROGRAM ANALYST	GS 0343 13		L	
AA000000	AAOP		PROGRAM ANALYST	GS 0343 13		L	
AA000000	AAOP		PROGRAM ANALYST	GS 0343 12		L	
AA000000	AAOP		PROGRAM SPECIALIST	GS 0301 12		L	
AA000000	AAOP	PROGRAM ANALYST	GS 0343 12		L		
AA000000	OSEM	ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		R	to 343	
AABA0000	IESD	ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		R	to 343	
AA000000	OSC	MANAGEMENT ANALYST	GS 0343 13		R	to 343	

Ex. 6 Personal Privacy (PP)

PROPOSED: SECTORS STAFF AA0B0000 (New Org and Code)

(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
AA0B0000	IESD	Ex. 6 Personal Privacy (PP)	SUPERVISORY ATTORNEY-ADVISER	GS 0905 15	Ex. 6 Personal Privacy (PP)	R	
AA0B0000	AAOP		ENVIRONMENTAL PROTECTION SPEC	GS 0028 15		L	
AA0B0000	IESD		ENVIRONMENTAL SCIENTIST	GS 1301 14		R	
AA0B0000	AAOP		PROGRAM ANALYST	GS 0343 13		L	

PROPOSED: OFFICE OF REGULATORY POLICY & MANAGEMENT AAA00000 (No change to title or code)

(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
AAA00000	ORPM	Ex. 6 Personal Privacy (PP)	DIRECTOR OFC OF REG POLICY & MGT	ES 0340 00	Ex. 6 Personal Privacy (PP)	NC	
AAA00000	ORPM		PROGRAM ANALYST	GS 0343 15		NC	
AAA00000	ORPM		PROGRAM ANALYST	GS 0343 15		NC	
AAA00000	ORPM		INFORMATION TECHNOLOGY SPEC	GS 2210 14		NC	

PROPOSED: REGULATORY MANAGEMENT DIVISION AAAA0000 (No change to title or code)

(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
AAAA0000	RMD	Ex. 6 Personal Privacy (PP)	SUPVY PROGRAM ANALYST	GS 0343 15	Ex. 6 Personal Privacy (PP)	NC	
AAAA0000	RMD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 15		NC	
AAAA0000	RMD		LEAD ENVIRONMENTAL PROT SPC	GS 0028 15		NC	
AAAA0000	RMD		INFO MANAGEMENT SPECIALIST	GS 0301 14		NC	
AAAA0000	RMD		INFO MANAGEMENT SPECIALIST	GS 0301 14		NC	
AAAA0000	RMD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		NC	
AAAA0000	RMD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		NC	
AAAA0000	RMD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		NC	
AAAA0000	RMD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		NC	
AAAA0000	RMD		INFO MANAGEMENT SPECIALIST	GS 0301 13		NC	
AAAA0000	RMD		INFO MANAGEMENT SPECIALIST	GS 0301 13		NC	
AAAA0000	RMD		INFO MANAGEMENT SPECIALIST	GS 0301 12		NC	
AAAA0000	AAOP		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		R	
AA0B0000	IESD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		R	
AA0B0000	IESD		PROGRAM ANALYST	GS 0343 14		R	
AA0B0000	IESD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		R	

PROPOSED: POLICY & REGULATORY ANALYSIS DIVISION AAAB0000 (No change to Title or Code)

(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
AAAB0000	PRAD	Ex. 6 Personal Privacy (PP)	SUPVY ENVIRONMENTAL SPEC	GS 0028 15	Ex. 6 Personal Privacy (PP)	NC	
AAAB0000	PRAD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 15		NC	
AAAB0000	PRAD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 15		NC	
AAAB0000	PRAD		ENVIRONMENTAL SCIENTIST	GS 1301 15		NC	
AAAB0000	ESD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 15		R	
AAAB0000	PRAD		PROGRAM ANALYST	GS 0343 15		NC	
AAAB0000	PRAD		REGULATORY IMPACT ANALYST	GS 0301 14		NC	
AAAB0000	PRAD		REGULATORY IMPACT ANALYST	GS 0301 14		NC	
AAAB0000	PRAD		REGULATORY IMPACT ANALYST	GS 0301 14		NC	
AAAB0000	PRAD		REGULATORY IMPACT ANALYST	GS 0301 14		NC	
AAAB0000	PRAD		REGULATORY IMPACT ANALYST	GS 0301 14		NC	
AAAB0000	PRAD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		NC	
AAAB0000	PRAD		REGULATORY IMPACT ANALYST	GS 0301 14		NC	
AAAB0000	PRAD		REGULATORY IMPACT ANALYST	GS 0301 14		NC	
AAAB0000	PRAD		ENVIRONMENTAL ENGINEER	GS 0819 14		NC	
AAAB0000	PRAD		ENVIRONMENTAL PROTECTION SPEC	GS 0819 12		R	
AAAB0000	PRAD		ENVIRONMENTAL ENGINEER	GS 0819 12		NC	
AAAB0000	PRAD		REGULATORY IMPACT ANALYST	GS 0301 14		R	
AAAB0000	CARD		REGULATORY IMPACT ANALYST	GS 301 14		R	

PROPOSED: OFFICE OF STRATEGIC ENVIRONMENTAL MANAGEMENT AAB00000 (No change to Title or Code)

(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
		Ex. 6 Personal Privacy (PP)	SUPVY PROGRAM ANALYST	GS 0343 15	Ex. 6 Personal Privacy (PP)		
AABC0000	OSEM		PROGRAM ANALYST	GS 0343 15		NC	
AABC0000	ESD		PROGRAM ANALYST	GS 0343 15		R	
AABC0000	ESD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 15		R	to 343
AABAD000	IESD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		R	
AABC0000	ESD		PROGRAM ANALYST	GS 0343 14		R	to 343

Kevin Debell is currently on a detail to a supervisory position.

PROPOSED: OFFICE OF COMMUNITY REVITALIZATION AAC00000 (New Title)

(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
AAC00000	OSC	Ex. 6 Personal Privacy (PP)	DIRECTOR, OFC OF SUSTAIN COMMUNI	ES 0340 00	Ex. 6 Personal Privacy (PP)	NC	
			PROGRAM ANALYST	GS 0343 15			Assoc OD
			PROGRAM ANALYST	GS 0343 12			
AAC00000	OSC		ENVIRONMENTAL PROTECTION SPEC	GS 0028 15		NC	

PROPOSED: FEDERAL & STATE DIVISION AAC00000 (No change to Title or Code)

(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
AAC00000	FSD	Ex. 6 Personal Privacy (PP)	SUPVY, ENVIRONMENTAL PROT SPEC	GS 0028 15	Ex. 6 Personal Privacy (PP)	NC	
AAC00000	FSD		MANAGEMENT ANALYST	GS 0343 15		NC	
AAC00000	FSD		PROGRAM ANALYST	GS 0343 15		NC	
AAC00000	FSD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		NC	
AAC00000	FSD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		NC	
AAC00000	FSD		PROGRAM ANALYST	GS 0343 14		NC	
AAC00000	FSD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		NC	
AAC00000	FSD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		NC	
AAC00000	FSD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		NC	
AAC00000	FSD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		NC	
AAC00000	FSD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		NC	
AAC00000	FSD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		NC	
AAC00000	FSD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		NC	
AAC00000	FSD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		R	
AAC00000	ESD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14			
			ENVIRONMENTAL PROTECTION SPEC	GS 0028 13			

PROPOSED: COMMUNITIES ASSISTANCE & RESEARCH DIVISION AACB0000 (No change to Title or Code)

(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
AACB0000	CARD	Ex. 6 Personal Privacy (PP)	SUPVY ENVIRON PROTECTION SPEC	GS 0028 15	Ex. 6 Personal Privacy (PP)		
AACB0000	CARD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		NC	
AACB0000	CARD		PROGRAM ANALYST	GS 0343 14		NC	
AACB0000	CARD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		NC	
AACB0000	CARD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		NC	
AACB0000	CARD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		NC	
AACB0000	CARD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 12		NC	

PROPOSED: NATIONAL CENTER FOR ENVIRONMENTAL ECONOMICS AAD00000 (No change to Title or Code)

(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
AAD00000	NCEE	Ex. 6 Personal Privacy (PP)	DIR/NATL CTR FOR ENVIRON ECONOM	ES 0340 00	Ex. 6 Personal Privacy (PP)	NC	
AAD00000	NCEE		SUPPLY PROGRAM ANALYST	GS 0343 15		NC	
AABC0000	ESD		SUPV ENVIRONMENTAL PROT SPC	GS 0028 15		R to non-sup EPS	
AAD00000	NCEE		ENVIRONMENTAL SCIENTIST	GS 1301 15		NC	
AAD00000	NCEE		ECONOMIST	GS 0110 15		NC	
AA000000	IO		ENVIRONMENTAL PROTECTION SPC	GS 0028 15		R	
AABC0000	ESD		SOCIAL SCIENTIST	GS 0101 13		R	
AABA0000	IESD		ECONOMIST	GS 0110 15		R	
AACA0000	FSD		ECONOMIST	GS 0110 13		R	
AACB0000	CARD		INFORMATION MANAGEMENT SPEC	GS 0301 12		R	

PROPOSED: BENEFITS ASSESSMENTS & METHODS DEVELOPMENT DIVISION AADA0000 (No change to Title or Code)

(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
AADA0000	BAMDD	Ex. 6 Personal Privacy (PP)	SUPERVISORY ECONOMIST	GS 0110 15	Ex. 6 Personal Privacy (PP)	NC	
AADA0000	BAMDD		ECONOMIST (LEADER)	GS 0110 15		NC	
AADA0000	BAMDD		ECONOMIST (LEADER)	GS 0110 15		NC	
AADA0000	BAMDD		ECONOMIST	GS 0110 15		NC	
AADA0000	BAMDD		ECONOMIST	GS 0110 15		NC	
AADA0000	BAMDD		ECONOMIST	GS 0110 14		NC	
AADA0000	BAMDD		ECONOMIST	GS 0110 14		NC	
AADA0000	BAMDD		ECONOMIST	GS 0110 14		NC	
AADA0000	BAMDD		ECONOMIST	GS 0110 14		NC	
AADA0000	BAMDD		ECONOMIST	GS 0110 14		NC	
AADA0000	BAMDD		RESEARCH ECONOMIST	GS 0110 13		NC	
AADA0000	BAMDD		ECONOMIST	GS 0110 13		NC	
AADA0000	BAMDD		ECONOMIST	GS 0110 15		NC	

PROPOSED: RESEARCH & PROGRAM SUPPORT DIVISION AADE0000 (No change to Title or Code)

(A) Current Org Code	(B) Current Acronym	(C) Name Employee	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R) No Change (NC)	(H) Notes
AADE0000	RPSD	Ex. 6 Personal Privacy (PP)	SUPPLY PROGRAM ANALYST	GS 0343 15	Ex. 6 Personal Privacy (PP)	NC	
AADE0000	RPSD		ECONOMIST	GS 0110 15		NC	
AADE0000	RPSD		ECONOMIST	GS 0110 15		NC	
AADE0000	RPSD		ECONOMIST	GS 0110 15		NC	
AADE0000	RPSD		ECONOMIST	GS 0110 15		NC	
AADE0000	RPSD		ECONOMIST	GS 0110 14		NC	
AADE0000	RPSD		ECONOMIST	GS 0110 14		NC	
AADE0000	RPSD		ECONOMIST	GS 0110 14		NC	
AADE0000	RPSD		ECONOMIST	GS 0110 14		NC	
AADE0000	RPSD		ECONOMIST	GS 0110 14		NC	
AADE0000	RPSD		ECONOMIST	GS 0110 14		NC	
AADE0000	RPSD		ECONOMIST	GS 0110 14		NC	
AADE0000	RPSD		ECONOMIST	GS 0110 14		NC	
AADE0000	RPSD		ECONOMIST	GS 0110 14		NC	
AADE0000	RPSD		ECONOMIST	GS 0110 13		NC	

PROPOSED: OFFICE OF ENVIRONMENTAL JUSTICE - AAEE0000 (New Org and Code)

(A) Current Org Code	(B) Current Acronym	(C) Name Employee	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R) No Change (NC)	(H) Notes
BB000000	OEJ	Ex. 6 Personal Privacy (PP)	DIR. OFFICE OF ENV JUSTICE	ES 0340 00	Ex. 6 Personal Privacy (PP)	L	
BB000001	OEJ		SENIOR POLICY ADVISOR	SL 0340 00		L	
BB000000	OEJ		SUPPLY PROGRAM ANALYST	GS 0343 15		L	
BB000000	OEJ		SUPPLY PROGRAM ANALYST	GS 0343 15		L	
BB000000	OEJ		PROGRAM ANALYST	GS 0343 15		L	
BB000000	OEJ		PHYSICAL SCIENTIST	GS 1301 15		L	
BB000000	OEJ		ATTORNEY-ADVISER	GS 0905 15		L	
BB000000	OEJ		ATTORNEY-ADVISER	GS 0905 14		L	
BB000000	OEJ		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		L	
BB000000	OEJ		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		L	
BB000000	OEJ		PROGRAM ANALYST	GS 0343 14		L	
BB000000	OEJ		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		L	
BB000000	OEJ		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		L	
BB000000	OEJ		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		L	
BB000000	OEJ		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		L	
BB000000	OEJ		PROGRAM ANALYST	GS 0343 12		L	
BB000000	OEJ		ADMINISTRATIVE OFFICER	GS 0341 12		L	
BB000000	OEJ		ADMINISTRATIVE OFFICER	GS 0341 12		L	
BB000000	OEJ		ADMINISTRATIVE OFFICER	GS 0341 12		L	
BB000000	OEJ		PROGRAM ANALYST	GS 0343 09		L	

PROPOSED: OFFICE OF FEDERAL ACTIVITIES AAF00000 (New Org and Code)

(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
BF000000	OFA	Ex. 6 Personal Privacy (PP)	DIRECTOR, OFF OF FEDERAL ACTIVITIES	ES 0340 00		L	
BF000000	OFA		PROGRAM SPECIALIST	GS 0301 12		L	

PROPOSED: NEPA COMPLIANCE DIVISION - AAFA0000 (New Org and Code)

(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
BFAC0000	NCD	Ex. 6 Personal Privacy (PP)	SUPV ENVIRONMENTAL PROT SPEC	GS 0028 15	Ex. 6 Personal Privacy (PP)	L	
BFAC0000	NCD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 15		L	
BFAC0000	NCD		ENVIRONMENTAL ENGINEER	GS 0819 14		L	
BFAC0000	NCD		ATTORNEY-ADVISER	GS 0905 14		L	
BFAC0000	NCD		ENVIRONMENTAL SCIENTIST	GS 1301 14		L	
BFAC0000	NCD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 14		L	
BFAC0000	NCD		MANAGEMENT ANALYST	GS 0343 13		L	
BFAC0000	NCD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		L	
BFAC0000	NCD		PHYSICAL SCIENTIST (ENV)	GS 1301 13		L	
BFAC0000	NCD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		L	
BFAC0000	NCD		PROGRAM ANALYST	GS 0343 09		L	

PROPOSED: PERMITTING POLICY DIVISION AAFB0000 (New Org and Code)

(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
AABA0000	IESD	Ex. 6 Personal Privacy (PP)	ENVIRONMENTAL PROTECTION SPEC	GS 0028 15	Ex. 6 Personal Privacy (PP)	R to supervisory position	
BFBD0000	ICAD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 15		R	
BF000000	OFA		PROGRAM ANALYST	GS 0343 15		R	
AABC0000	ESD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 15		R	
BFBD0000	ICAD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		R	
BFAD0000	NCD		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		R	
AABC0000	ESD		PROGRAM ANALYST	GS 0343 14		R	
AC000000	IO		ENVIRONMENTAL PROTECTION SPEC	GS 28 15		R	

PROPOSED: INTERNATIONAL & TRANSPORTATION BRANCH KCCD0000 (No change to org or title)

(A) Current Org Code	(B) Current Acronym	(C) Name Employee	(D) Current Position Title	(E) Position Series/Grade	(F) Empl ID	(G) Realign (L) /Reassign (R)/ No Change (NC)	(H) Notes
KCCD0000	ITB	Ex. 6 Personal Privacy (PP)	SUPV ENVIRONMENTAL PROT SPC	GS 0028 15	Ex. 6 Personal Privacy (PP)	NC	
KCCD0000	ITB		ENVIRONMENTAL SCIENTIST	GS 1301 14		NC	
BFB00000	ICAD		PROGRAM ANALYST	GS 0343 14		L	OECA > OLEM
BFB00000	ICAD		ATTORNEY-ADVISER (GENERAL)	GS 0905 15		L	OECA > OLEM
BFB00000	ICAD		PROGRAM ANALYST	GS 0343 13		L	OECA > OLEM
KCCD0000	ITB		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		NC	
KCCD0000	ITB		ENVIRONMENTAL PROTECTION SPEC	GS 0028 13		NC	
KCCD0000	ITB		BIOLOGIST	GS 0401 12		NC	
BFB00000	ICAD		ADMINISTRATIVE OFFICER	GS 0341 12		L	OECA > OLEM
KCCD0000	ITB		LIFE SCIENTIST	GS 0401 09		NC	

Message

From: Bodine, Susan [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=8C2CC6086FCC44C3BE6B5D32B262D983-BODINE, SUS]
Sent: 4/30/2018 3:18:26 PM
To: OECA All [OECA_All@epa.gov]; Cozad, David [Cozad.David@epa.gov]; LaBoda, Sarah [LaBoda.Sarah@epa.gov]; Gargas, Toni [Gargas.Toni@epa.gov]
Subject: OEJ and OFA Reorganization

OECA Colleagues,

The reorganization of the Office of Environmental Justice into the Office of Policy and the reorganization of the Office of Federal Activities into the Office of Policy and the Office of Land and Emergency Management (transboundary movement of hazardous wastes) were finalized on April 29. I want to thank our colleagues from OEJ and OFA for all their terrific work as part of the OECA team. I know they will continue that stellar performance in their new program offices.

Susan

Susan Parker Bodine
Assistant Administrator
Office of Enforcement and Compliance Assurance
202-564-2440

Message

From: Knapp, Kristien [Knapp.Kristien@epa.gov]
Sent: 1/26/2018 9:20:13 PM
To: Greaves, Holly [greaves.holly@epa.gov]
CC: Vizian, Donna [Vizian.Donna@epa.gov]; Cooper, Marian [Cooper.Marian@epa.gov]; Bloom, David [Bloom.David@epa.gov]; Kelty, Diane [Kelty.Diane@epa.gov]; Aarons, Kyle [Aarons.Kyle@epa.gov]; Walsh, Ed [Walsh.Ed@epa.gov]
Subject: RE: For Review -- Response to Senator Carper on Workforce
Attachments: Carper Workforce Reduction 1 26 2018 clean.docx

Thank you, Holly. We just received OGC concurrence, with one small tweak to the sentence about the third potential reorganization. Attached is the final version.

Ex. 5 Deliberative Process (DP)

From: Greaves, Holly
Sent: Friday, January 26, 2018 4:04 PM
To: Knapp, Kristien <Knapp.Kristien@epa.gov>
Cc: Vizian, Donna <Vizian.Donna@epa.gov>; Cooper, Marian <Cooper.Marian@epa.gov>; Bloom, David <Bloom.David@epa.gov>; Kelty, Diane <Kelty.Diane@epa.gov>; Aarons, Kyle <Aarons.Kyle@epa.gov>; Walsh, Ed <Walsh.Ed@epa.gov>
Subject: RE: For Review -- Response to Senator Carper on Workforce

Hi Kristien, this looks good to me. I appreciate the input and timely response from all involved.

Thank you,
Holly

From: Knapp, Kristien
Sent: Friday, January 26, 2018 3:29 PM
To: Greaves, Holly <greaves.holly@epa.gov>
Cc: Vizian, Donna <Vizian.Donna@epa.gov>; Cooper, Marian <Cooper.Marian@epa.gov>; Bloom, David <Bloom.David@epa.gov>; Kelty, Diane <Kelty.Diane@epa.gov>; Aarons, Kyle <Aarons.Kyle@epa.gov>; Walsh, Ed <Walsh.Ed@epa.gov>
Subject: For Review -- Response to Senator Carper on Workforce

Hi Holly,

Ex. 5 Deliberative Process (DP)

I'm also attaching a list of the documents we are preparing to release as enclosures. I believe everyone has already seen them, so I'm not resending at this time but would be happy to do so upon request.

Thanks,
Kristien

Kristien Knapp
Office of Congressional Affairs
U.S. Environmental Protection Agency
(202) 564-3277

Message

From: Greaves, Holly [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=ABCB6428B3DF40A9A78B059A8BA59707-GREAVES, HO]
Sent: 12/18/2017 9:16:08 PM
To: Walsh, Ed [Walsh.Ed@epa.gov]
CC: Bloom, David [Bloom.David@epa.gov]; Osborne, Howard [Osborne.Howard@epa.gov]; Hanson, Paige (Catherine) [hanson.catherine@epa.gov]
Subject: Udall Reorg Response
Attachments: Udall Reorg Response.docx

Ed, please see attached for edits/comments. Thank you for pulling this together!

Holly

Message

From: Greaves, Holly [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=ABCB6428B3DF40A9A78B059A8BA59707-GREAVES, HO]
Sent: 9/13/2017 7:06:38 PM
To: Letendre, Daisy [letendre.daisy@epa.gov]
Subject: RE: AO - Office of Policy Level 1 Proposed Reorg

Thanks Daisy! 564-3028. I am free now until 4:30.

From: Letendre, Daisy
Sent: Wednesday, September 13, 2017 12:37 PM
To: Greaves, Holly <greaves.holly@epa.gov>; Bowman, Liz <Bowman.Liz@epa.gov>
Cc: Abboud, Michael <abboud.michael@epa.gov>; Wilcox, Jahan <wilcox.jahan@epa.gov>
Subject: RE: AO - Office of Policy Level 1 Proposed Reorg

Holly, can I give you a call or are you in your office? Best #?

From: Greaves, Holly
Sent: Wednesday, September 13, 2017 12:01 PM
To: Bowman, Liz <Bowman.Liz@epa.gov>
Cc: Letendre, Daisy <letendre.daisy@epa.gov>; Abboud, Michael <abboud.michael@epa.gov>; Wilcox, Jahan <wilcox.jahan@epa.gov>
Subject: RE: AO - Office of Policy Level 1 Proposed Reorg

Jahan/Daisy/Michael – anything you can share on this? Thank you.

From: Bowman, Liz
Sent: Tuesday, September 12, 2017 5:11 PM
To: Greaves, Holly <greaves.holly@epa.gov>
Cc: Letendre, Daisy <letendre.daisy@epa.gov>; Abboud, Michael <abboud.michael@epa.gov>; Wilcox, Jahan <wilcox.jahan@epa.gov>
Subject: RE: AO - Office of Policy Level 1 Proposed Reorg

Looping in Jahan, Daisy and Michael – they wrote some talkers on this...Please also show them

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

From: Greaves, Holly
Sent: Tuesday, September 12, 2017 3:07 PM
To: Bowman, Liz <Bowman.Liz@epa.gov>
Subject: FW: AO - Office of Policy Level 1 Proposed Reorg

Liz, do you have any talking points about the reorg in Sam's office related to environmental justice? Troy and I are having a call with the Hill today. Thanks!

From: Walsh, Ed
Sent: Tuesday, September 12, 2017 1:55 PM
To: Lyons, Troy <lyons.troy@epa.gov>; Greaves, Holly <greaves.holly@epa.gov>; Richardson, RobinH <Richardson.RobinH@epa.gov>; Bloom, David <Bloom.David@epa.gov>
Subject: FW: AO - Office of Policy Level 1 Proposed Reorg

Just got the package.

Ex. 5 Deliberative Process (DP)

Also, we will need to get someone from OP available if needed to do a briefing for all four corners --

Thanks

Ed

From: Boxton, Troy

Sent: Tuesday, September 12, 2017 1:42 PM

To: Walsh, Ed <Walsh.Ed@epa.gov>; Barnett, Howard <Barnett.Howard@epa.gov>

Cc: Stanton, Rachel <stanton.rachel@epa.gov>

Subject: AO - Office of Policy Level 1 Proposed Reorg

Greetings,

Ex. 5 Deliberative Process (DP)

Thanks!

*Troy Boxton, MBA
Management Analyst
Office of Administration & Resource Management*

1200 Pennsylvania Ave., N.W.
Room 1419 WJC East MC-3600A
Washington, D.C. 20460
Office: (202) 564-7419
Fax: (202) 564-1928
boxton.troy@epa.gov

Message

From: Greaves, Holly [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=ABCB6428B3DF40A9A78B059A8BA59707-GREAVES, HO]
Sent: 9/13/2017 7:06:15 PM
To: Bowman, Liz [Bowman.Liz@epa.gov]
Subject: RE: AO - Office of Policy Level 1 Proposed Reorg

Yes, Daisy reached out – thank you for checking!

From: Bowman, Liz
Sent: Wednesday, September 13, 2017 2:56 PM
To: Greaves, Holly <greaves.holly@epa.gov>
Subject: RE: AO - Office of Policy Level 1 Proposed Reorg

Did anyone get back to you?

From: Greaves, Holly
Sent: Wednesday, September 13, 2017 12:01 PM
To: Bowman, Liz <Bowman.Liz@epa.gov>
Cc: Letendre, Daisy <letendre.daisy@epa.gov>; Abboud, Michael <abboud.michael@epa.gov>; Wilcox, Jahan <wilcox.jahan@epa.gov>
Subject: RE: AO - Office of Policy Level 1 Proposed Reorg

Jahan/Daisy/Michael – anything you can share on this? Thank you.

From: Bowman, Liz
Sent: Tuesday, September 12, 2017 5:11 PM
To: Greaves, Holly <greaves.holly@epa.gov>
Cc: Letendre, Daisy <letendre.daisy@epa.gov>; Abboud, Michael <abboud.michael@epa.gov>; Wilcox, Jahan <wilcox.jahan@epa.gov>
Subject: RE: AO - Office of Policy Level 1 Proposed Reorg

Looping in Jahan, Daisy and Michael – they wrote some talkers on this...

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

From: Greaves, Holly
Sent: Tuesday, September 12, 2017 3:07 PM
To: Bowman, Liz <Bowman.Liz@epa.gov>
Subject: FW: AO - Office of Policy Level 1 Proposed Reorg

Liz, do you have any talking points about the reorg in Sam's office related to environmental justice? Troy and I are having a call with the Hill today. Thanks!

From: Walsh, Ed
Sent: Tuesday, September 12, 2017 1:55 PM
To: Lyons, Troy <lyons.troy@epa.gov>; Greaves, Holly <greaves.holly@epa.gov>; Richardson, RobinH <Richardson.RobinH@epa.gov>; Bloom, David <Bloom.David@epa.gov>
Subject: FW: AO - Office of Policy Level 1 Proposed Reorg

Just got the package.

Ex. 5 Deliberative Process (DP)

Also, we will need to get someone from OP available if needed to do a briefing for all four corners --

Thanks

Ed

From: Boxton, Troy

Sent: Tuesday, September 12, 2017 1:42 PM

To: Walsh, Ed <Walsh.Ed@epa.gov>; Barnett, Howard <Barnett.Howard@epa.gov>

Cc: Stanton, Rachel <stanton.rachel@epa.gov>

Subject: AO - Office of Policy Level 1 Proposed Reorg

Greetings,

Ex. 5 Deliberative Process (DP)

Thanks!

*Troy Boxton, MBA
Management Analyst
Office of Administration & Resource Management
1200 Pennsylvania Ave., N.W.*

Room 1419 WJC East MC-3600A
Washington, D.C. 20460
Office: (202) 564-7419
Fax: (202) 564-1928
boxton.troy@epa.gov

Message

From: Greaves, Holly [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=ABCB6428B3DF40A9A78B059A8BA59707-GREAVES, HO]
Sent: 9/12/2017 6:15:09 PM
To: Lyons, Troy [lyons.troy@epa.gov]; Walsh, Ed [Walsh.Ed@epa.gov]
CC: Richardson, RobinH [Richardson.RobinH@epa.gov]; Bloom, David [Bloom.David@epa.gov]
Subject: RE: AO - Office of Policy Level 1 Proposed Reorg

I think Donna is free after 4:00 today. I am also available after 4, if we want to aim for 4:30 or 5:00.

From: Lyons, Troy
Sent: Tuesday, September 12, 2017 2:14 PM
To: Walsh, Ed <Walsh.Ed@epa.gov>
Cc: Greaves, Holly <greaves.holly@epa.gov>; Richardson, RobinH <Richardson.RobinH@epa.gov>; Bloom, David <Bloom.David@epa.gov>
Subject: Re: AO - Office of Policy Level 1 Proposed Reorg

Thanks so much, Ed.

Troy M. Lyons
Associate Administrator
Office of Congressional & Intergovernmental Relations
U.S. Environmental Protection Agency

Ex. 5 Deliberative Process (DP) (cell)

Sent from my iPhone

On Sep 12, 2017, at 2:13 PM, Walsh, Ed <Walsh.Ed@epa.gov> wrote:

I checked with Melissa and she is free anytime today except 4:15.

Lets plan on me, Troy, Holly and either Debbie Hart (director of the OARM division handling reorganizations or Donna Vizian

Thanks

Ed

From: Lyons, Troy
Sent: Tuesday, September 12, 2017 2:00 PM
To: Walsh, Ed <Walsh.Ed@epa.gov>
Cc: Greaves, Holly <greaves.holly@epa.gov>; Richardson, RobinH <Richardson.RobinH@epa.gov>; Bloom, David <Bloom.David@epa.gov>
Subject: Re: AO - Office of Policy Level 1 Proposed Reorg

I agree. Who/when should call?

Troy M. Lyons
Associate Administrator

Sent from my iPhone

On Sep 12, 2017, at 1:54 PM, Walsh, Ed <Walsh.Ed@epa.gov> wrote:

Just got the package.

Ex. 5 Deliberative Process (DP)

Also, we will need to get someone from OP available if needed to do a briefing for all four corners --

Thanks

Ed

From: Boxtton, Troy
Sent: Tuesday, September 12, 2017 1:42 PM
To: Walsh, Ed <Walsh.Ed@epa.gov>; Barnett, Howard <Barnett.Howard@epa.gov>
Cc: Stanton, Rachel <stanton.rachel@epa.gov>
Subject: AO - Office of Policy Level 1 Proposed Reorg

Greetings,

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

Thanks!

Troy Boxton, MBA
Management Analyst
Office of Administration & Resource Management
1200 Pennsylvania Ave., N.W.
Room 1419 WJC East MC-3600A
Washington, D.C. 20460
Office: (202) 564-7419
Fax: (202) 564-1928
boxton.troy@epa.gov<<mailto:boxton.troy@epa.gov>>

<Signed Package.pdf>

<Coding Sheet.pdf>

Message

From: Walsh, Ed [Walsh.Ed@epa.gov]
Sent: 4/3/2018 7:40:33 PM
To: Greaves, Holly [greaves.holly@epa.gov]; Bloom, David [Bloom.David@epa.gov]; Hanson, Paige (Catherine) [hanson.catherine@epa.gov]; Osborne, Howard [Osborne.Howard@epa.gov]
Subject: Congressional Approval of proposed reorganizations
Attachments: Reorganizations.pdf

Just a quick note to say that both the House and Senate Appropriations Committee Staff (Majority) have approved the attached reorganization.

Thanks

Ed

Edward A. Walsh

Senior Policy Advisor and Liaison to the Committees on Appropriations
Office of the Chief Financial Officer
United States Environmental Protection Agency
Washington, D.C. 20460
202.564.4594 (o)
walsh.ed@epa.gov





UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

NOV 14 2017

OFFICE OF THE
CHIEF FINANCIAL OFFICER

The Honorable Kenneth Calvert
Chairman, Subcommittee on Interior,
Environment and Related Agencies
Committee on Appropriations
House of Representatives
Washington, D.C. 20515

The Honorable Betty McCollum
Ranking Member, Subcommittee on
Interior, Environment and Related Agencies
Committee on Appropriations
House of Representatives
Washington, D.C. 20515

The Honorable Lisa Murkowski
Chairman, Subcommittee on Interior,
Environment and Related Agencies
Committee on Appropriations
United States Senate
Washington, D.C. 20510

The Honorable Tom Udall
Ranking Member, Subcommittee on
Interior, Environment and Related Agencies
Committee on Appropriations
United States Senate
Washington, D.C. 20510

Dear Chairmen Calvert and Murkowski and Ranking Members McCollum and Udall:

The Environmental Protection Agency proposes to realign functions to strengthen the agency's attention in several areas: Mission Support Functions, Freedom of Information, National Environmental Policy Act, and Environmental Justice.

First of all, we are planning to merge the Office of Environmental Information (OEI) and the Office of Administration and Resources Management (OARM). This is in essence returning to the structure that existed prior to calendar year 2000. We believe now is time to realign the two mission support offices into one to better align coordination and communications both inside and outside of agency. The combined office, the Office of Mission Support, would house IT infrastructure, IT security, IT oversight for agency, facility security and management, space management, personnel security, grants management and operations, contract management and operations, human resource management and operations; administrative systems responsibility for these programs; national library, records, and quality programs; administrative support for Administrative Law Judges and Environmental Appeal Board.

The new organization would coordinate many of the administrative functions across the Agency such as:

- Chief Human Capital Officer
- Chief Acquisition Officer
- Chief Sustainability Officer
- Senior Accountable Official for Category Management
- Chief Information Officer—Expected by statute to have oversight of significant aspects of entire Agency's IT portfolio to improve effectiveness and efficiency and to help increase

likelihood of successful IT projects. This includes setting policies and stopping IT actions in any program/region.

- Senior Agency Official for Records Management (SAORM)
- Senior Agency Official for Privacy (SAOP)

Secondly, this proposed reorganization will significantly increase the effectiveness and visibility of the National FOIA Program, by bringing together the team setting FOIA policies and procedures for the agency with the legal experts in FOIA processing at EPA. The reorganization will also increase accountability by placing all FOIA-related program and legal responsibilities under the Office of General Counsel. Finally, the reorganization will increase collaboration, improve the efficiency of EPA's programmatic FOIA work and delivery of critical legal advice, and provide agency stakeholders with a clear understanding of which office to turn to when they need FOIA-related assistance.

Third, we are proposing to revitalize the agency's Office of Policy (OP) by elevating the Office of Federal Activities (OFA) and the Office of Environmental Justice (OEJ) into the Office of Policy, which is within the Office of the Administrator, from its current home in the Office of Enforcement and Compliance Assurance. Moving OFA, which leads the agency's NEPA reviews to OP will ensure staff are able to quickly elevate issues and allow us to expedite environmental reviews and approvals of high-priority infrastructure projects, as directed by the President under Executive Order 13766. A small number of staff in OFA who control transboundary movement of hazardous waste under RCRA will move to the Office of Land and Emergency Management (OLEM) where complementary work is being performed. We are also proposing a Permitting Policy Division within OFA to lead our commitment to streamline the agency's permitting processes under the Presidential Memorandum signed January 24, 2017.

The Office of Environmental Justice move to OP will strengthen and compliment its work along with the work already being done by the Office of Community Revitalization within OP and provide better support to communities as they work to improve health, protect the environment and grow their economies. Bringing the collective resources and expertise of these organizations together within OP will provide a more comprehensive understanding of community needs and health disparities. This will allow us to better coordinate across our programs and with our federal partners to ensure efforts are aligned and community needs are fully reflected in our actions and investments. It will also enable us to partner more effectively with states, tribes and local governments to support their efforts to engage with and answer the needs of their most vulnerable communities. And finally, it will allow us to collaborate more successfully with business and industry, academia, civil society and other stakeholders that share an interest in building strong healthy and prosperous communities.

We appreciate your continued support of these important priority areas. If you have further questions or would like to schedule a meeting to discuss the proposed reorganization, please contact Ed Walsh at (202) 564-4594.

Sincerely,



David A. Bloom
Acting Chief Financial Officer

Enclosure

Office of Administration and Resources Management

Immediate Office

Office of Federal Sustainability

Assistant Administrator Principal

Deputy Assistant Administrator

Office Of Resources, Operations and Management

Environmental Appeals Board

Office of the Administrative Law Judges

Office of Human Resources

Office of Grants and Debarment

Office of Acquisition Management

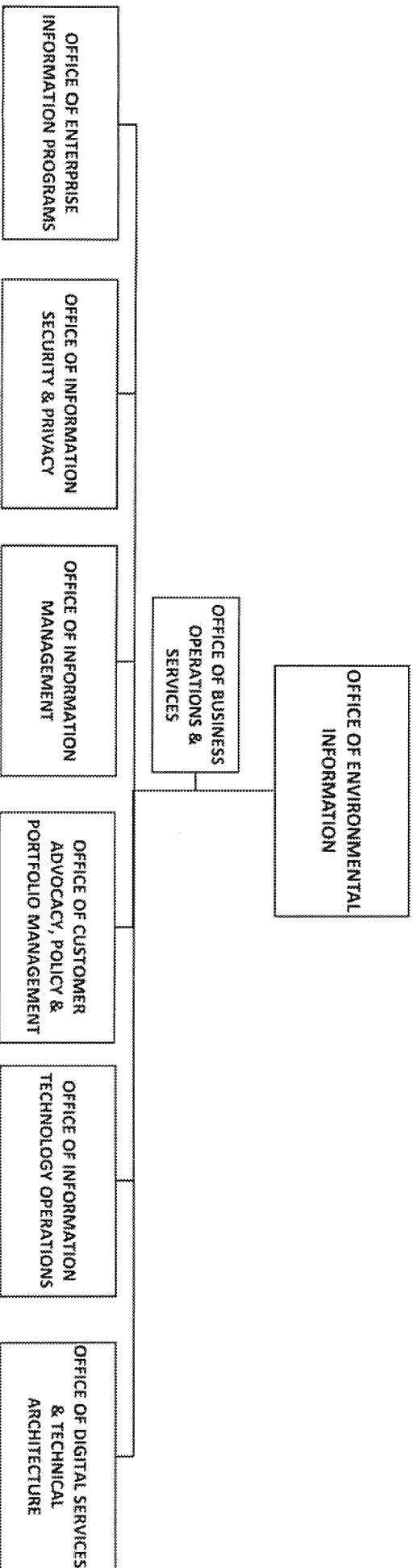
Office of Administration

OARM-RTP

OARM-Cincinnati

Office of Environmental Information Organizational Chart

Internal – November 2017



Last Updated 11/02/2017

OARM and OEI Proposed Combined Organization

Office of Federal Sustainability

Assistant Administrator's Office
Principal Deputy Assistant Administrator

Office of Resources,
Operations and
Management

Combined
OARM
and OEI

Office of Business
Operations & Services

Environmental Appeals Board

Office of the Administrative Law
Judges
FVJZ Directed

Deputy Assistant Administrator for
Administration and Resource
Management

Deputy Assistant Administrator for
Environmental Information

Office of Human Resources

Office of Administration

Office of Information Technology
Operations

Office of Enterprise Information Programs
(FOIA functions to move to OGC)

FOIA functions
to move to OGC
FTE 5

Office of Grants and Debarment

OARM RTP

Office of Information Security & Privacy

Office of Information Management

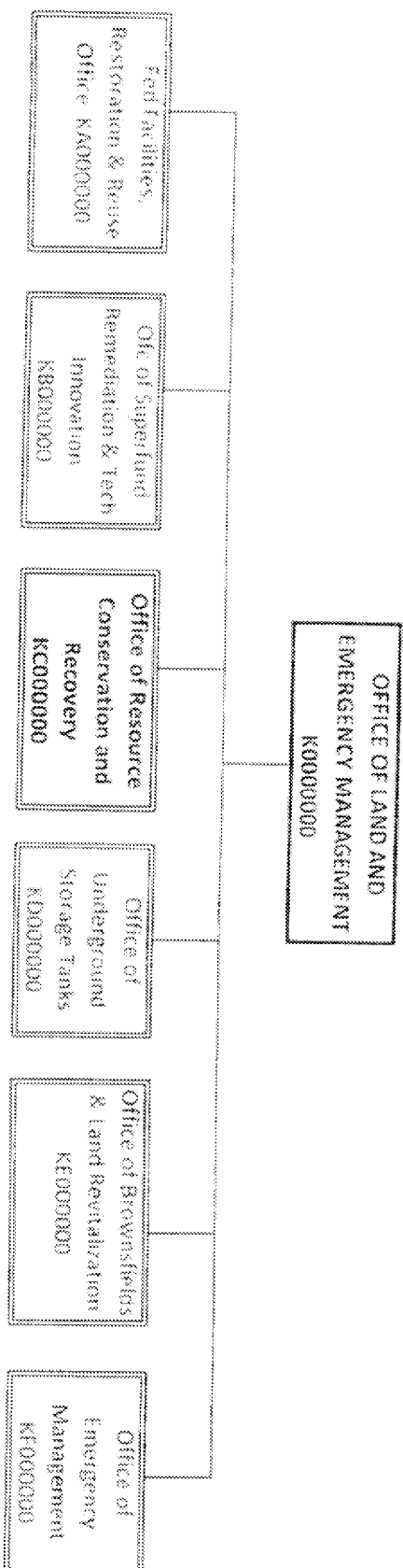
Office of Acquisition Management

OARM Contract

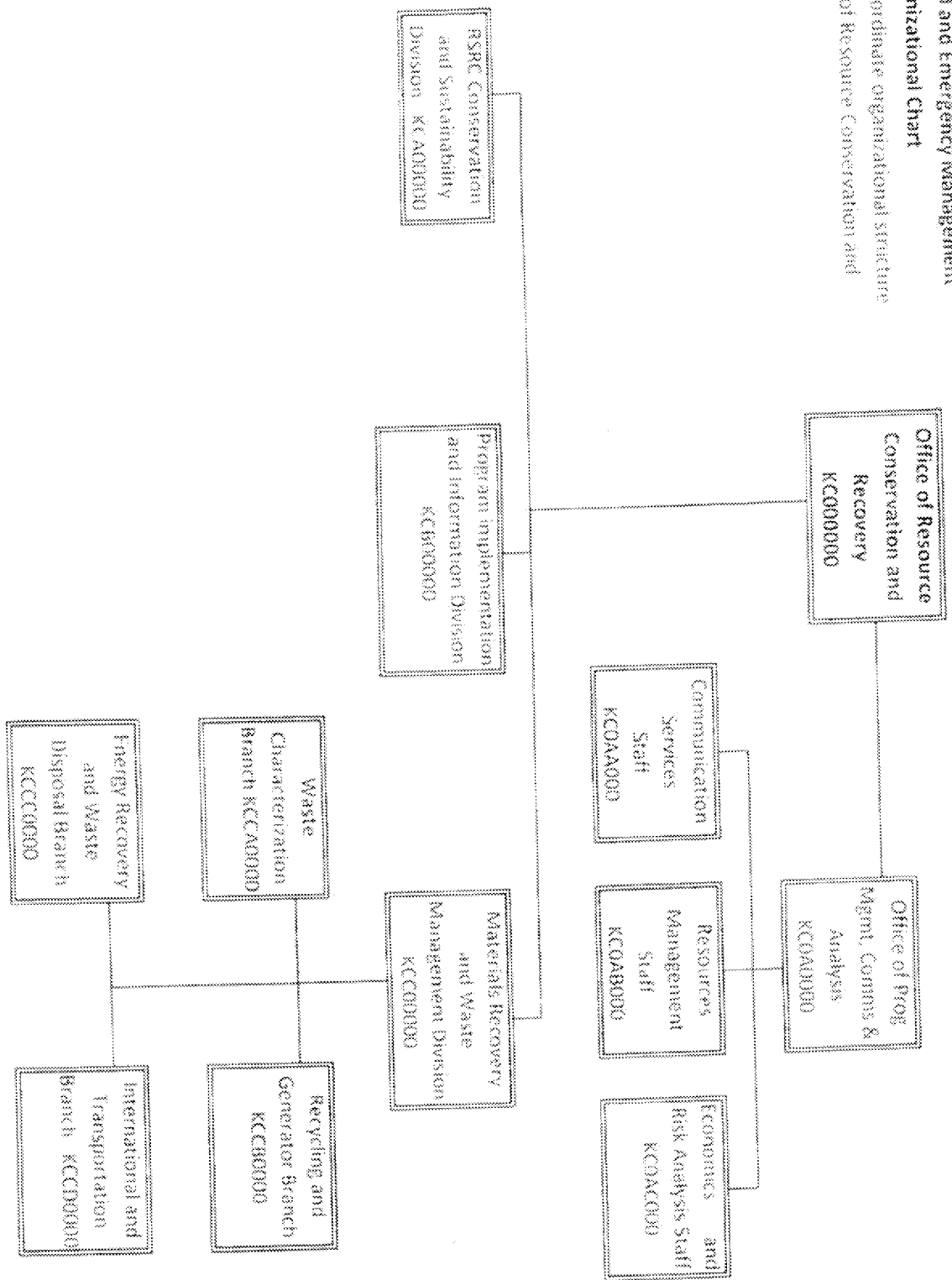
Office of Digital Services & Technical
Architecture

Office of Customer Advocacy, Policy &
Portfolio Management

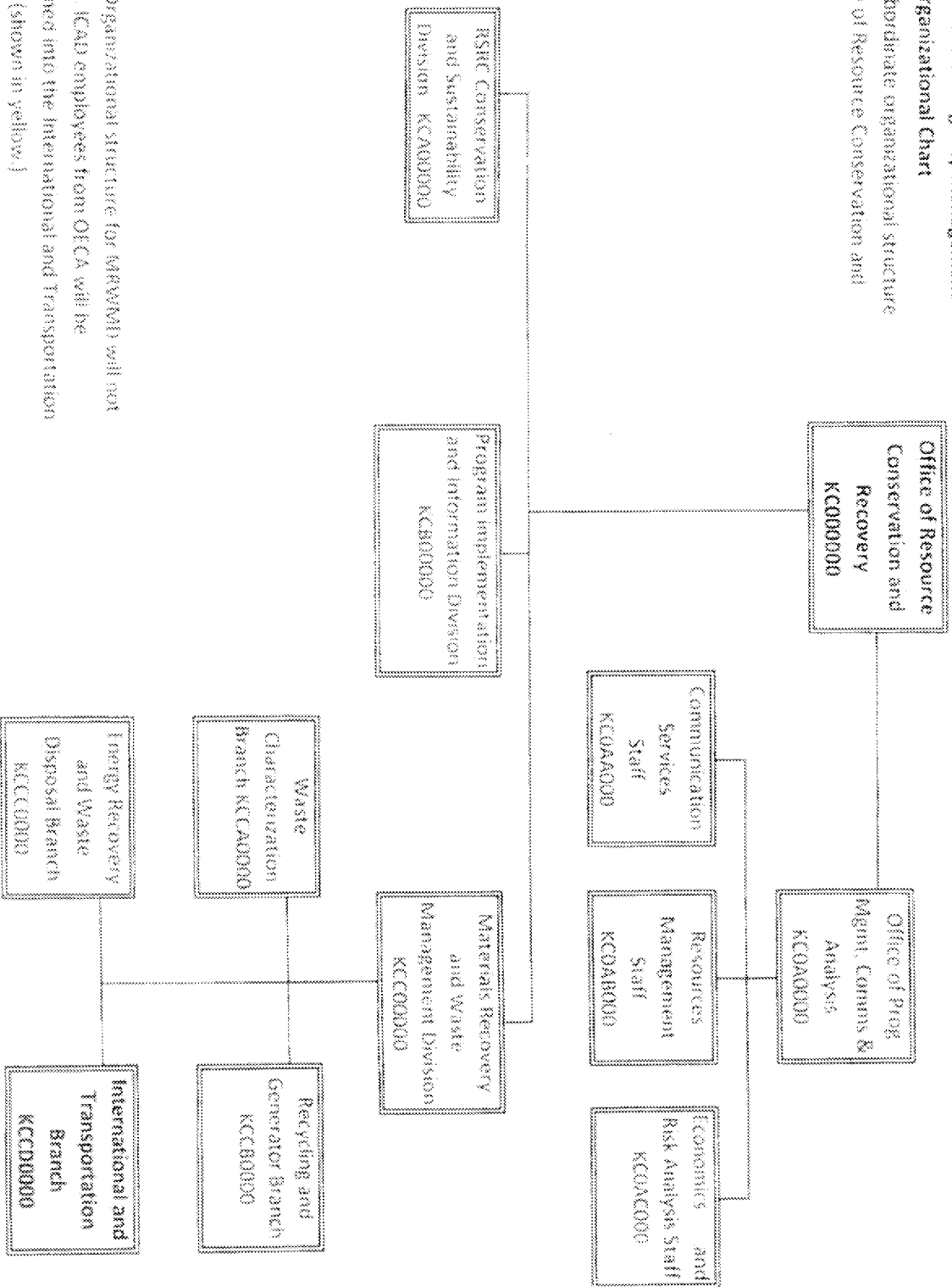
Office of Land and Emergency Management
Current Organizational Chart
(Showing office-level organizations)



Office of Land and Emergency Management
Current Organizational Chart
 (Showing subordinate organizational structure
 of the Office of Resource Conservation and
 Recovery)

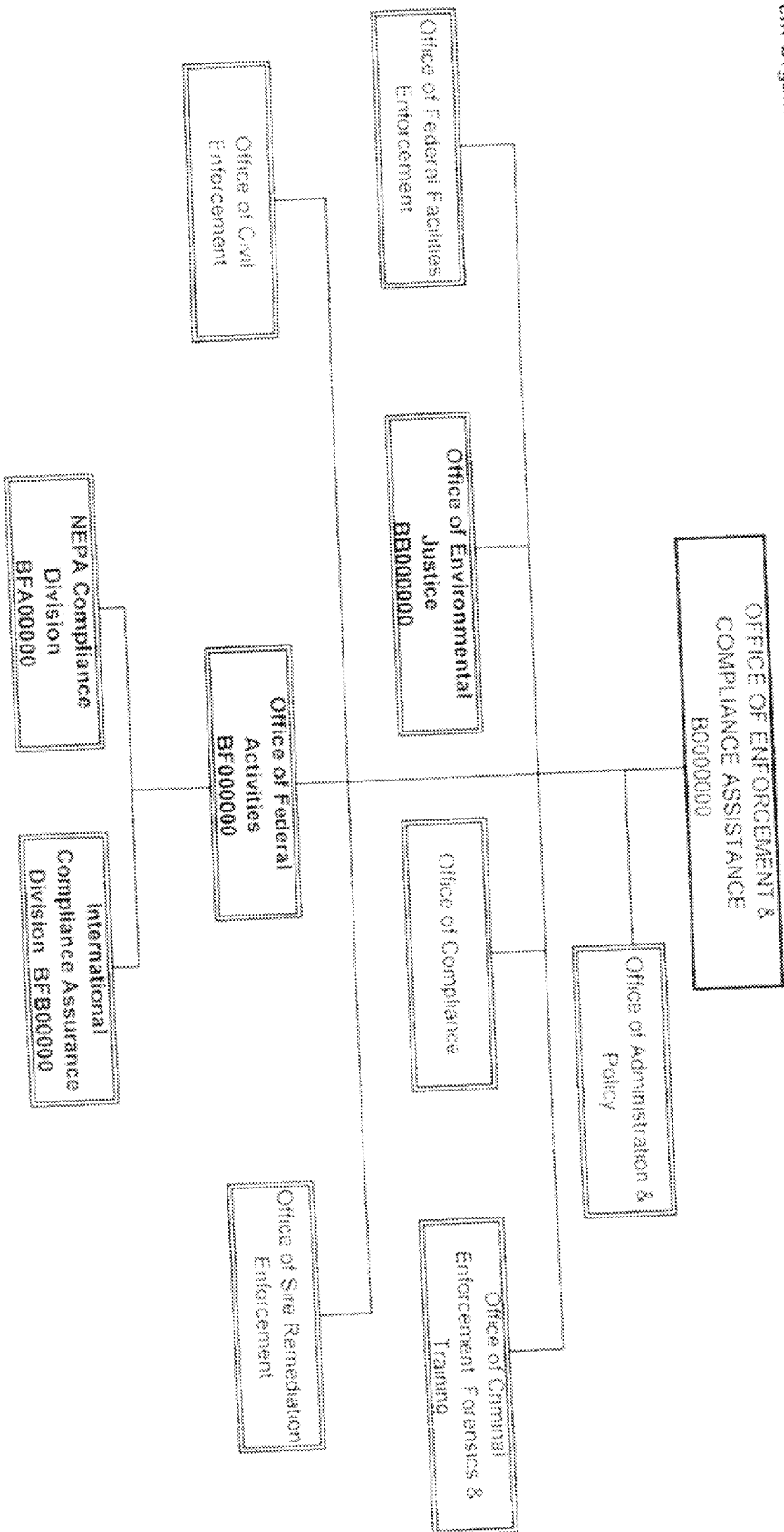


Office of Land and Emergency Management
Proposed Organizational Chart
 (Showing subordinate organizational structure
 of the Office of Resource Conservation and
 Recovery)



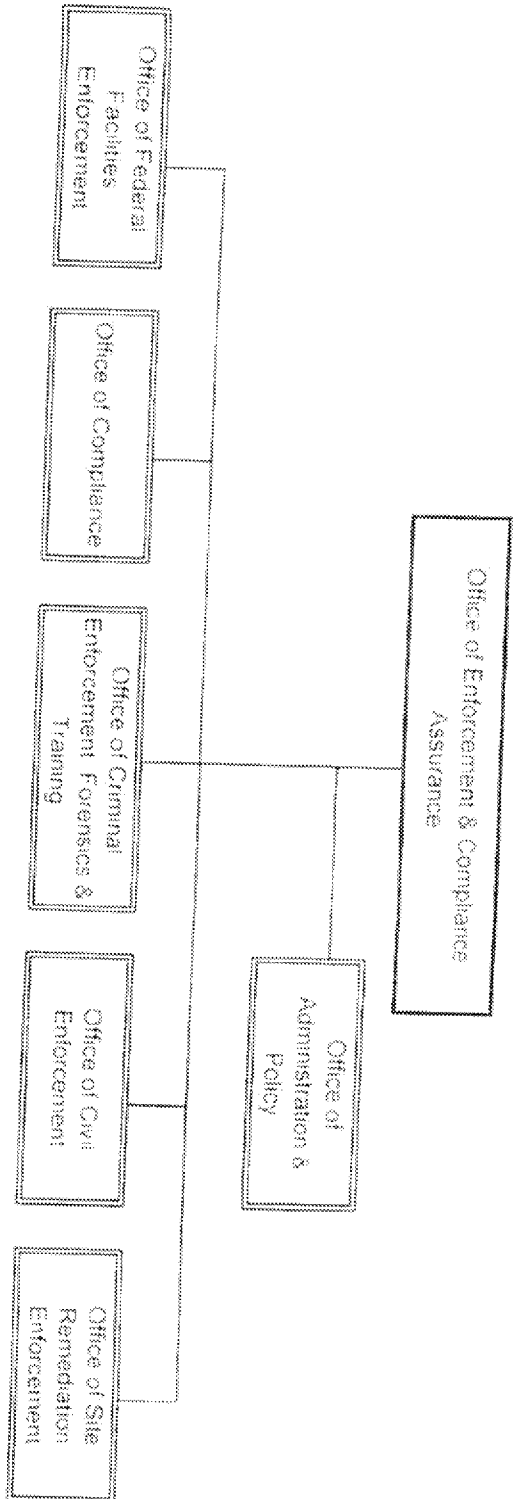
Note: Organizational structure for MEVMI will not change. ICAD employees from OECA will be reassigned into the International and Transportation Branch (shown in yellow.)

Office of Enforcement & Compliance Assurance
Current Organizational Chart

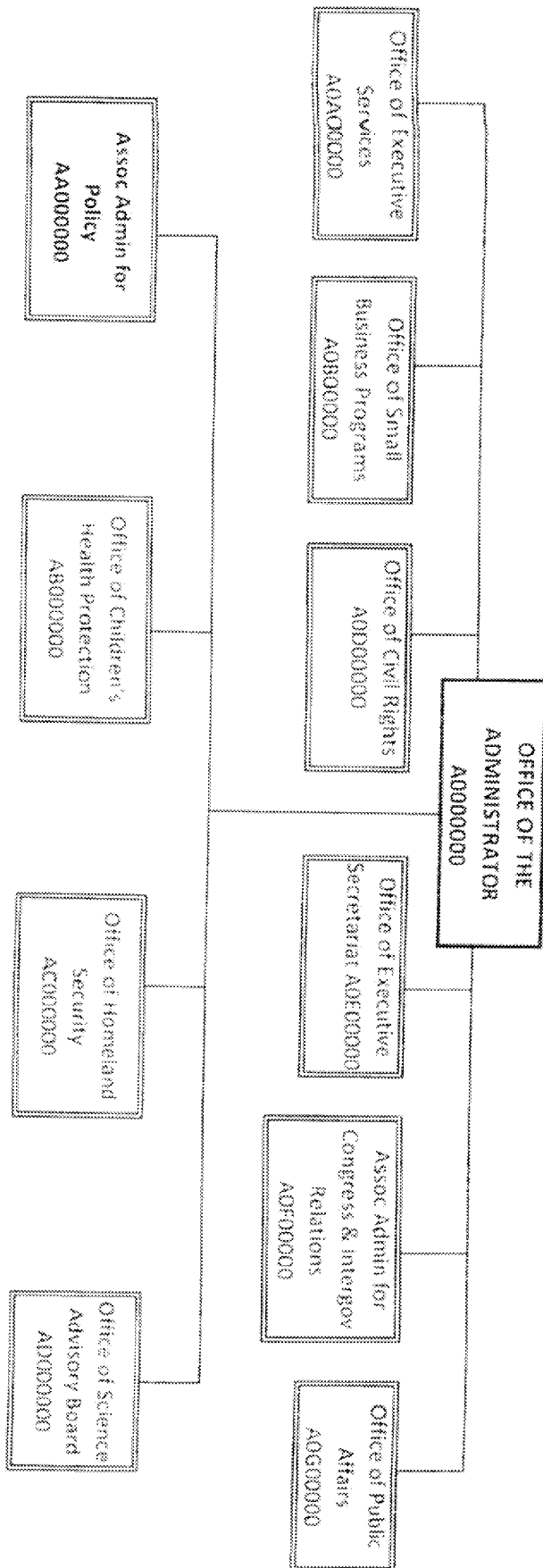


Office of Enforcement & Compliance Assurance

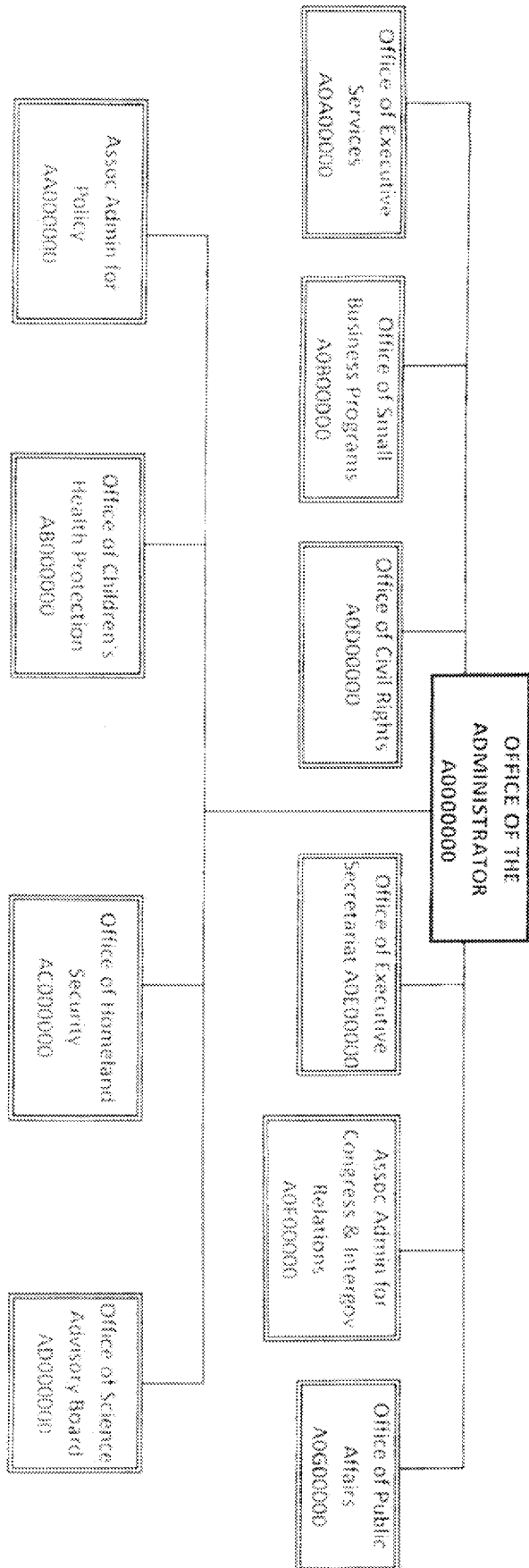
Proposed Organizational Chart



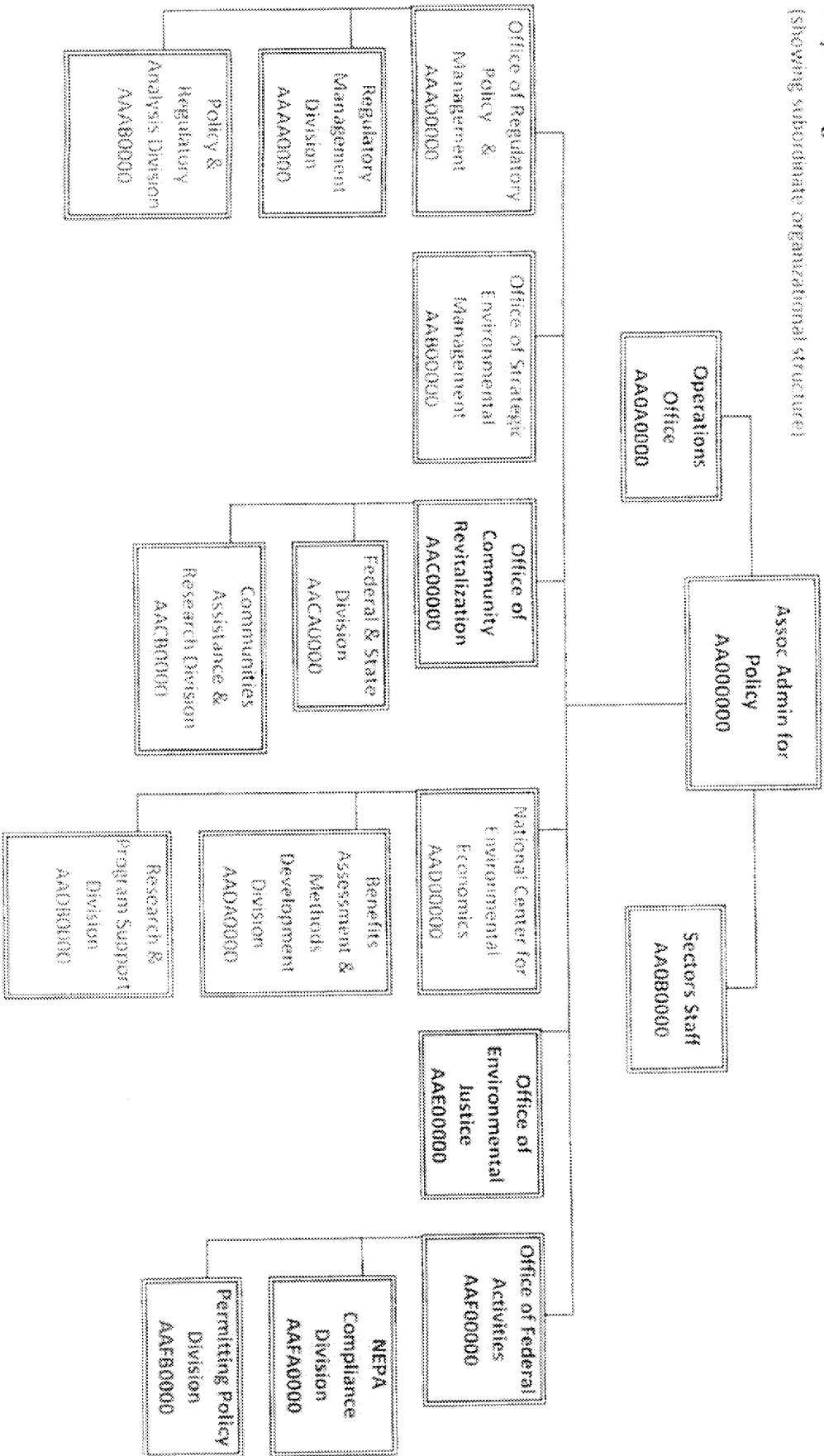
Office of the Administrator
 Current Organizational Chart
 (showing immediate report organizations only)



Office of the Administrator
Proposed Organizational Chart
(showing immediate report organizations only)



Office of the Administrator - Office of Policy
Proposed Organizational Chart
(showing subordinate organizational structure)





E. SCOTT PRUITT
ADMINISTRATOR

August 22, 2017

MEMORANDUM

SUBJECT: Office of Policy Reorganization

FROM: E. Scott Pruitt

TO: Deputy Administrator
General Counsel
Assistant Administrators
Inspector General
Chief Financial Officer
Chief of Staff
Associate Administrators
Regional Administrators

Today I am taking several steps to strengthen the agency's attention to two areas — Environmental Justice and the National Environmental Policy Act — and to revitalize the agency's Office of Policy.

First, I am elevating the Office of Federal Activities into the Office of Policy, which is within the Office of the Administrator, from its current home in the Office of Enforcement and Compliance Assurance. Moving OFA, which leads the agency's NEPA reviews, to OP will ensure staff are able to quickly elevate issues to me for resolution and allow us to expedite environmental reviews and approvals of high-priority infrastructure projects, as directed by the President under Executive Order 13766. A small number of staff in OFA who control transboundary movement of hazardous waste under RCRA will move instead to the Office of Land and Emergency Management, where complementary work is being performed. I am also creating a Permitting Policy Division within OFA to lead our commitment to streamline the agency's permitting processes under the Presidential Memorandum signed January 24, 2017. This group will be housed here to build upon our successes in streamlining NEPA reviews.

Second, I am elevating the Office of Environmental Justice into OP from its current home in OECA. This move will strengthen and compliment the work already being done by the Office of Community Revitalization (formerly the Office of Sustainable Communities) within OP, and

provide better support to communities as they work to improve health, protect the environment and grow their economies. Bringing the collective resources and expertise of these organizations together will provide a more comprehensive understanding of community needs and health disparities. This will allow us to better coordinate across our own programs and with our federal partners to ensure efforts are aligned and community needs are fully reflected in our actions and investments. It will also enable us to partner more effectively with states, tribes and local governments to support their efforts to engage with, and answer the needs of, their most vulnerable communities. And finally, it will allow us to collaborate more successfully with business and industry, academia, civil society and other stakeholders that share an interest in building strong, healthy and prosperous communities.

Finally, I am approving some administrative changes within OP to improve the effectiveness of their operations. We will consolidate OP's administrative support to realize efficiencies and will re-direct some staff towards high-priority work.

I ask AO, OECA, OLEM and the Office of Administration and Resources Management to work together to take the necessary steps and put in place the documentation to reflect these organizational changes and to inform and involve our union partners as appropriate.

I appreciate your continued support of these important priority areas as we complete this effort.

Appointment

From: Kime, Robin [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=7EF7B76087A6475B80FC984AC2DD4497-RKIME]

Sent: 8/1/2017 4:03:40 PM

To: Dravis, Samantha [dravis.samantha@epa.gov]; 'Catanzaro, Michael J. EOP/WHO'

Ex. 6 Personal Privacy (PP)

Ex. 6 Personal Privacy (PP)

Bolen, Brittany [bolen.brittany@epa.gov]

Subject: Call to Discuss Office of Policy Reorganization

Location: Call Ex. 6 Personal Privacy (PP)

Start: 8/1/2017 7:30:00 PM

End: 8/1/2017 8:00:00 PM

Show Time As: Busy

Appointment

From: Bolen, Brittany [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=31E872A691114372B5A6A88482A66E48-BOLEN, BRIT]
Sent: 8/1/2017 1:15:33 PM
To: Dravis, Samantha [dravis.samantha@epa.gov]
Subject: Accepted: Call to Discuss Office of Policy Reorganization
Location: Call: **Ex. 6 Personal Privacy (PP)**
Start: 8/1/2017 7:30:00 PM
End: 8/1/2017 8:00:00 PM

Recurrence: (none)

Appointment

From: Kime, Robin [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=7EF7B76087A6475B80FC984AC2DD4497-RKIME]

Sent: 8/1/2017 4:03:40 PM

To: Dravis, Samantha [dravis.samantha@epa.gov]; 'Catanzaro, Michael J. EOP/WHO'

Ex. 6 Personal Privacy (PP) 'Anthony.P.Campau'

Ex. 6 Personal Privacy (PP)

Bolen, Brittany [bolen.brittany@epa.gov]

Subject: Call to Discuss Office of Policy Reorganization

Location: Call: **Ex. 6 Personal Privacy (PP)**

Start: 8/1/2017 7:30:00 PM

End: 8/1/2017 8:00:00 PM

Show Time As: Busy

Appointment

From: Kime, Robin [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=7EF7B76087A6475B80FC984AC2DD4497-RKIME]
Sent: 8/1/2017 12:31:51 PM
To: Catanzaro, Michael J. EOP/WHO [Ex. 6 Personal Privacy (PP)]; [Ex. 6 Personal Privacy (PP)]; Bolen, Brittany [bolen.brittany@epa.gov]
Subject: Call to Discuss Office of Policy Reorganization
Location: Call: [Ex. 6 Personal Privacy (PP)]
Start: 8/1/2017 7:30:00 PM
End: 8/1/2017 8:00:00 PM
Show Time As: Busy

Appointment

From: Kime, Robin [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=7EF7B76087A6475B80FC984AC2DD4497-RKIME]
Sent: 8/1/2017 12:31:51 PM
To: Catanzaro, Michael J. EOP/WHO **Ex. 6 Personal Privacy (PP)** ; **Ex. 6 Personal Privacy (PP)** ; Bolen, Brittany [bolen.brittany@epa.gov]
Subject: Call to Discuss Office of Policy Reorganization
Location: Call: **Ex. 6 Personal Privacy (PP)**
Start: 8/1/2017 7:30:00 PM
End: 8/1/2017 8:00:00 PM
Show Time As: Busy

Message

From: Letendre, Daisy [letendre.daisy@epa.gov]
Sent: 9/6/2017 4:09:18 PM
To: Dravis, Samantha [dravis.samantha@epa.gov]
Subject: Fwd: All hands OP note
Attachments: OP Org Charts_FINAL 08292017.pdf; ATT00001.htm

Sent from my iPhone

Begin forwarded message:

From: "Kenny, Shannon" <Kenny.Shannon@epa.gov>
Date: September 5, 2017 at 9:45:55 AM EDT
To: "Dravis, Samantha" <dravis.samantha@epa.gov>
Cc: "Kime, Robin" <Kime.Robin@epa.gov>, "Bolen, Brittany" <bolen.brittany@epa.gov>, "Letendre, Daisy" <letendre.daisy@epa.gov>, "Campbell, Jennie" <Campbell.Jennie@epa.gov>
Subject: All hands OP note

Hi Samantha, we are making last reorganization announcement to impacted staff this morning.

Ex. 5 Deliberative Process (DP)

Thank you!
Shannon

DRAFT MEMO FROM AA TO OP STAFF

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

Message

From: Tomiak, Robert [tomiak.robert@epa.gov]
Sent: 11/27/2017 5:22:52 PM
To: Campbell, Jennie [Campbell.Jennie@epa.gov]
CC: Bolen, Brittany [bolen.brittany@epa.gov]; Dravis, Samantha [dravis.samantha@epa.gov]
Subject: Office of Policy Reorganization
Attachments: ROSTER TO HR - OP OFA Staff Roster 11-21-17.docx; RE: Position Mapping OFA; image2018-09-30-143720.pdf

Jennie,

Ex. 5 Deliberative Process (DP)

Thanks, Rob

=====

Details as follows:

FTEs:

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

From: Badalamente, Mark

Sent: Friday, September 29, 2017 2:36 PM

To: Parker, Gary <parker.gary@epa.gov>

Cc: Schulman, Marvin <Schulman.Marvin@epa.gov>; Milton, Laura <Milton.Laura@epa.gov>; Smith, Veronica <Smith.Veronica@epa.gov>; Boxton, Troy <Boxton.Troy@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Tejada, Matthew <Tejada.Matthew@epa.gov>; Tomiak, Robert <tomiak.robert@epa.gov>

Subject: OECA comments on Office of Policy Proposed Reorganization

MEMORANDUM

SUBJECT: Office of Policy Reorganization Proposal Comments

FROM: Mark Badalamente, Senior Resource Official
Office of Enforcement and Compliance Assurance (OECA)

TO: Gary Parker, Chief
Workforce Planning Branch
Office of Human Resources

Ex. 5 Deliberative Process (DP)

If you have any questions or need additional information, please contact Veronica Smith at 202-564-2313.

cc: Laura Milton
Veronica Smith
Marvin Schulman
Troy Boxtton

Mark Badalamente
Director, Office of Administration and Policy
Senior Resource Official (SRO)
Senior Information Official (SIO)
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency
William Jefferson Clinton Building
Room 3235 South

Office: 202-564-4673

Mobile: Ex. 6 Personal Privacy (PP)

Message

From: Parker, Gary [parker.gary@epa.gov]
Sent: 9/29/2017 6:39:41 PM
To: Badalamente, Mark [Badalamente.Mark@epa.gov]
CC: Schulman, Marvin [Schulman.Marvin@epa.gov]; Milton, Laura [Milton.Laura@epa.gov]; Smith, Veronica [Smith.Veronica@epa.gov]; Boxton, Troy [Boxton.Troy@epa.gov]; Starfield, Lawrence [Starfield.Lawrence@epa.gov]; Tejada, Matthew [Tejada.Matthew@epa.gov]; Tomiak, Robert [tomiak.robert@epa.gov]
Subject: RE: OECA comments on Office of Policy Proposed Reorganization

Thank you Mark. Comments received. We will work with the customer to gain answers to your questions and statements.

Mr. Gary Parker
Branch Chief, Workforce Planning
USEPA/OARM/OHR
(O) 202-564-7421
(M) Ex. 6 Personal Privacy (PP)

From: Badalamente, Mark
Sent: Friday, September 29, 2017 2:36 PM
To: Parker, Gary <parker.gary@epa.gov>
Cc: Schulman, Marvin <Schulman.Marvin@epa.gov>; Milton, Laura <Milton.Laura@epa.gov>; Smith, Veronica <Smith.Veronica@epa.gov>; Boxton, Troy <Boxton.Troy@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Tejada, Matthew <Tejada.Matthew@epa.gov>; Tomiak, Robert <tomiak.robert@epa.gov>
Subject: OECA comments on Office of Policy Proposed Reorganization

MEMORANDUM

SUBJECT: Office of Policy Reorganization Proposal Comments

FROM: Mark Badalamente, Senior Resource Official
Office of Enforcement and Compliance Assurance (OECA)

TO: Gary Parker, Chief
Workforce Planning Branch
Office of Human Resources

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

If you have any questions or need additional information, please contact Veronica Smith at 202-564-2313.

cc: Laura Milton
Veronica Smith
Marvin Schulman
Troy Boxtton

Mark Badalamente
Director, Office of Administration and Policy
Senior Resource Official (SRO)
Senior Information Official (SIO)
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency
William Jefferson Clinton Building
Room 3235 South
Office: 202-564-4673

Mobile: Ex. 6 Personal Privacy (PP)

Message

From: Ruhl, Suzi [Ruhl.Suzi@epa.gov]
Sent: 10/2/2017 8:59:15 PM
To: Tejada, Matthew [Tejada.Matthew@epa.gov]; Lee, Charles [Lee.Charles@epa.gov]; Lewis, Sheila [Lewis.Sheila@epa.gov]; Nweke, Onyemaechi [Nweke.Onyemaechi@epa.gov]; Minter, Marsha [Minter.Marsha@epa.gov]
Subject: RE: Dravis letter
Attachments: Dravis EJ Memo.dr1.mt.bsr.v2.docx

Flag: Flag for follow up

Thanks, Matt. In the attached document, I have included suggested amendments which are underlined.
To note:

-
- **Ex. 5 Deliberative Process (DP)**

From: Tejada, Matthew
Sent: Monday, October 02, 2017 4:12 PM
To: Lee, Charles <Lee.Charles@epa.gov>; Ruhl, Suzi <Ruhl.Suzi@epa.gov>; Lewis, Sheila <Lewis.Sheila@epa.gov>; Nweke, Onyemaechi <Nweke.Onyemaechi@epa.gov>; Minter, Marsha <Minter.Marsha@epa.gov>
Subject: Dravis letter

Hey all

Ex. 5 Deliberative Process (DP)

Thanks,

M

Matthew Tejada
Director - Office of Environmental Justice
Environmental Protection Agency
202-564-8047

Message

From: Tejada, Matthew [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=6559971C9DCD4C689CA6EC6B2A8CB0EE-TEJADA, MATTHEW]
Sent: 2/27/2018 2:32:36 PM
To: Dalbey, Matthew [Dalbey.Matthew@epa.gov]
Subject: Fwd: Inside EPA Article

Matthew Tejada
Director - Office of Environmental Justice
US Environmental Protection Agency
202-564-8047

Begin forwarded message:

From: "Lee, Charles" <Lee.Charles@epa.gov>
Date: February 27, 2018 at 8:09:46 AM CST
To: "Tejada, Matthew" <Tejada.Matthew@epa.gov>
Subject: Inside EPA Article

Matt, Not sure if you can get Inside EPA from your computer today. Here is the text.

Charles

Daily News

EPA Takes Steps To Bolster EJ Efforts As New Study Highlights Concerns

February 26, 2018

A top EPA political appointee is detailing a series of steps the agency will take to bolster environmental justice (EJ), including rebranding a new senior-level council and listing a host of actions that officials will take, just as agency scientists have found that racial minorities need special attention to overcome disproportionate adverse effects of air pollution.

But it is not clear whether the new agency priorities -- outlined in a [Feb. 23 memo](#) from Samantha Dravis, associate administrator of EPA's Office of Policy (OP) -- will overcome skepticism from environmentalists and others who are already concerned that Administrator Scott Pruitt is downplaying EPA's EJ efforts, such as his decision to move the environmental justice office (OEJ) from its prior home in the enforcement office to the policy office.

Several of the priority items Dravis is adopting, such as plans to develop policies for incorporating EJ concerns into decisions and identifying communities in each region for special attention, appear to echo Obama administration efforts.

"I think this administration is hostile to EJ," says Kyla Bennett, a former EPA Region 1 official who is now New England director of Public Employees for Environmental Responsibility (PEER), which represents federal whistleblowers.

She points to the significant drop in [EPA enforcement cases](#) in the Trump administration compared to previous administrations, adding that "many of these facilities are in EJ areas."

Dravis' memo lays out 12 agency "priorities" for EJ and community revitalization.

First among them, she says the office will "[a]chieve measurable environmental outcomes for underserved and overburdened communities" in several areas, including lead exposure, access to safe drinking water, reduction of "harmful" air pollutants and limiting exposure to contamination from hazardous wastes.

Dravis also says the office will also advance “a “more systematic approach to ensuring stronger consideration of vulnerable groups and communities in decisions through EPA's rulemaking, permitting, compliance and enforcement, and emergency response recovery programs. This work will include development of guidelines and measures for training, implementation and use of EJ tools, resources and guidance.”

Dravis also directs each EPA regional office “to identify those communities that would benefit from a coordinated approach to address EJ challenges. We will do this by strategically leveraging EPA's resources to enhance the capacity of communities to address their challenges through local innovation and to create conditions that support well-being, health and economic revitalization.”

To do so, Dravis commits EPA to give communities “access to training . . . and technical assistance necessary to meaningfully engage in EPA's decision-making process;” to “expand support for communities” through various agency grants and programs, such as EJ grants, Urban Waters, and Brownfields and Area Wide Planning; “elevate the role of EJ in place-based work and in fostering collaborations with multiple stakeholders” and “commit to better alignment of our own programs ... to ensure that locally-led, community-driven solutions are supported and valued.”

Senior Council

Dravis also announces that next month, the policy office is convening a meeting of senior leadership through an Environmental Justice and Community Revitalization Council, which was formerly known as the EJ Council, which will “provide leadership through OEJ and the Office of Community Revitalization for EPA's community-based work and where these strategic directions will be further discussed and implemented in alignment with EPA's new strategic plan.”

Dravis asks EPA's EJ advisory committee, the National Environmental Justice Advisory Council (NEJAC), to “engage with communities across the United States in each region to bring their concerns to the attention of the Administrator by the time of the NEJAC's first full in-person meeting in calendar year 2018. That meeting is yet to be scheduled, according to NEJAC's web page, though the council is scheduled to hold a March 8 conference call.

Dravis' memo follows the Feb. 22 publication of a study that found that black communities face a disproportionate burden from fine particle (PM2.5) emissions beyond that of poor and other minority communities. “Disparities for Blacks are more pronounced than are disparities on the basis of poverty status. Strictly socioeconomic considerations may be insufficient to reduce PM burdens equitably across populations,” the study, “Disparities in Distribution of Particulate Matter Emission Sources by Race and Poverty Status,” concludes.

Published on the website of the *American Journal of Public Health*, the study was conducted by a group of EPA fellows and EPA scientists.

It found that the average PM2.5 burden in black communities is 1.54 times that of the population overall. And it noted that this racial disparity is larger than the poverty-based PM2.5 disparity, which is 1.35 times the overall population average.

Dravis' memo does not mention the study, though it does include the goal of improving “EPA science to better understand the needs of underserved and overburdened communities, focusing on environmental problems where they are most acute for low-income, minority and tribal/indigenous populations, with an emphasis on public participation to identify solutions.”

Dravis again seeks to reassure skeptics of the Trump administration's controversial decision last fall to shift OEJ from EPA's Office of Enforcement and Compliance Assurance to OP.

They had feared that the transfer of EJ functions into OP would make it less likely that the protections for poor and minority communities would be enforced, and could politicize EJ activities.

Dravis calls the move “a reaffirmation of Administrator Pruitt's commitment to the mission and goals of the Agency's EJ program -- to engage with and meet the needs of our nation's most vulnerable communities as they relate to disproportionate environmental impacts, health disparities and economic distress. Elevating OEJ into OP will strengthen and complement our EJ work with the activities of many other offices, enabling EPA to better support communities...”

Dravis' memo may also explain the optimistic remarks last month of Charles Lee, a senior policy adviser at OEJ, who touted strong prospects for the agency's EJ program under the Trump administration, at a conference at Wayne State University, MI.

There, Lee praised "tremendous progress being made," but also said there is "a lot of work that can be done." -- *Maria Hegstad* (mhegstad@iwpnews.com)

Related News | [Budget](#) | [Transition 2016-2017](#) |
209655

Charles Lee
Senior Policy Advisor for Environmental Justice
U.S. Environmental Protection Agency
1200 Pennsylvania Avenue, NW (MC 2201A)
William Jefferson Clinton Building South, Room 2226B
Tel: 202-564-2597
Cell: Ex. 6 Personal Privacy (PP)

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